

Effective 30 June 2000

Organizations and Functions

Headquarters, United States Army Recruiting Command

For the Commander:

ROBERT E. GAYLORD
Colonel, GS
Chief of Staff

Official:

ROGER H. BALABAN
Director, Information Management

History. This UPDATE revises USAREC Reg 10-1 which is effective 30 June 2000. This revision incorporates the organization and functions of the United States Army Recruiting Support Brigade.

Summary. This regulation prescribes the approved organizational structure of Headquarters, United States Army Recruiting Command;

states the mission of the Commanding General; and defines the responsibilities and functions of each staff element.

Applicability. This regulation is applicable to all elements of the United States Army Recruiting Command.

Proponent and exception authority. The proponent of this regulation is the Director of Resource Management. The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponent may delegate the approval authority, in writing, to a division chief within the proponent agency in the grade of GS-13.

Army management control process. This regulation contains management control provisions in accordance with AR 11-2 but does not

identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation is prohibited.

Suggested improvements. The proponent agency of this regulation is the Office of the Director of Resource Management. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC (RCRM-FD), Fort Knox, KY 40121-2726.

Distribution. Distribution of this regulation has been made in accordance with USAREC Pam 25-30, distribution B. This regulation is published in the Recruiting Company Operations and Administration UPDATE.

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Chapter 1

General

1-1. Purpose

This regulation prescribes the approved organizational structure of Headquarters, United States Army Recruiting Command (HQ USAREC) (fig 1-1) and sets forth the mission of the Commanding General (CG). It provides uniform organizational charts and provides staff responsibility and function statements for each directorate and special staff office at the headquarters.

1-2. References

Related publications are listed at appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary. Use of standardized terminology is essential to understanding responsibilities and preventing duplication or overlap of functions.

1-4. Policy

a. All changes to the organizational structure or functions will be approved by the Chief of Staff (CofS) prior to implementation.

b. The headquarters staff will consist of the Command Group and the administrative and special staff. Headquarters organizational elements are segmented into directorates and special staff offices, and will be further subdivided into divisions and branches (and in specialized cases, offices).

c. The Director of Resource Management is the proponent for all organization and function matters. This regulation will be reviewed and updated annually.

d. The tables of distribution and allowances (TDA) and other published media concerning the headquarters will be consistent with the organizational alignment published in this regulation.

e. Historical background can be found in appendix B.

1-5. Responsibilities

*This regulation supersedes USAREC Regulation 10-1, 3 December 1997.

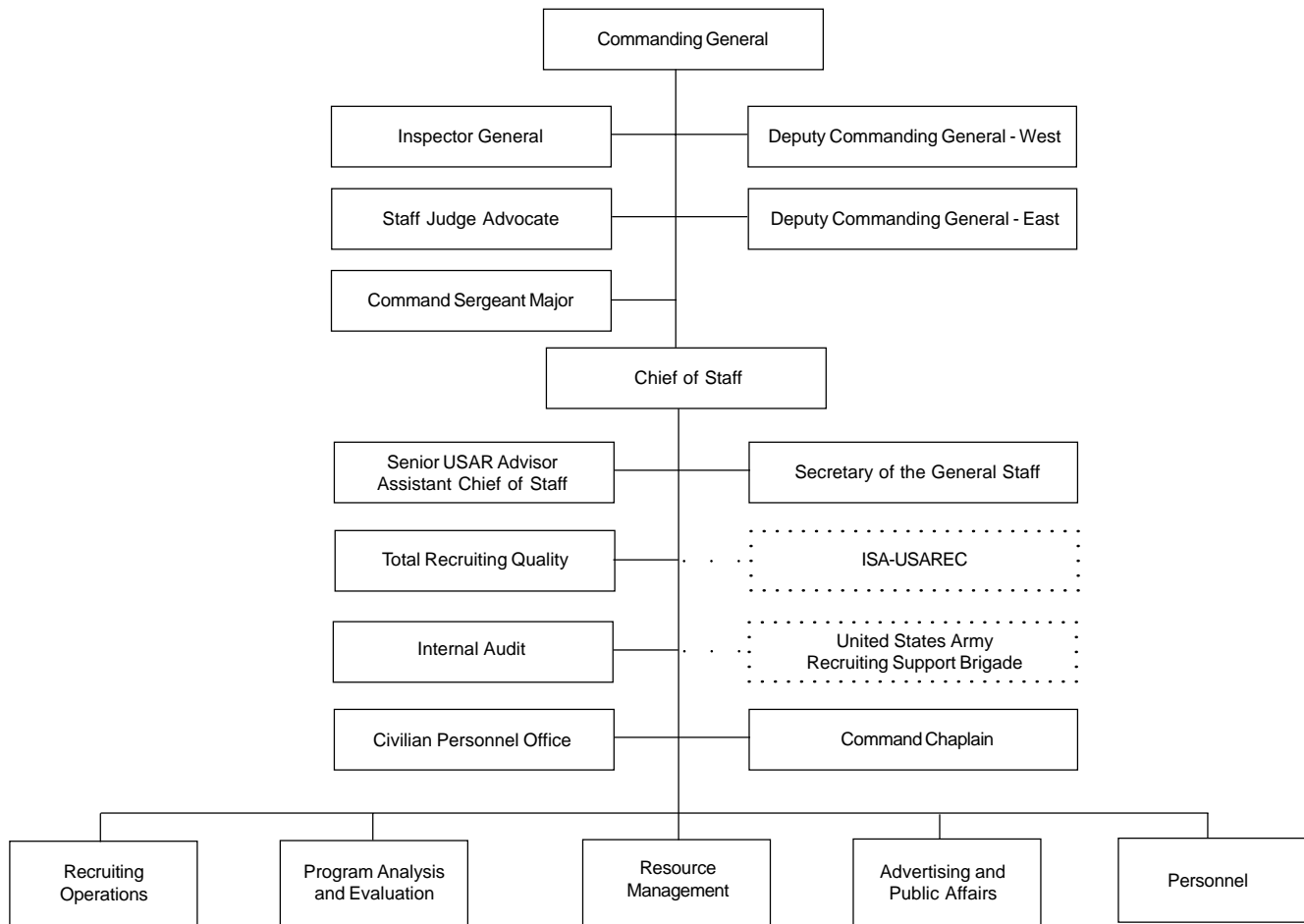


Figure 1-1. HQ USAREC organizational chart

a. It is the responsibility of command leadership to provide a climate and an infrastructure to initiate, accomplish, and sustain the energy for, and provide the resources to meet or exceed all customer requirements. Those in the position of leadership will ingrain the idea of responsibility and accountability for continuous improvements within the organization.

b. Everyone is charged to support the vision, "America's Army - Service of Choice for America's Youth and Employers." United States Army Recruiting Command (USAREC) is a model of professionalism in service to the nation. USAREC leaders will uphold command values in daily actions so the organization may reach stated quality goals of becoming a high-performance unit; one that is effective, efficient, and adaptable; one that shows respect for people; and one that supports the highest standards of ethics and integrity.

c. The CofS is responsible for approving changes to this regulation.

d. Directors and special staff officers are responsible for ensuring that this regulation reflects approved responsibilities, organization, and alignment of functions by submitting proposed changes to the Director of Resource

Management.

1-6. Procedures

Directors and chiefs of special staff offices will submit requests for changes to this regulation through the CofS to the Director of Resource Management. Justification will be based upon one or more of the following:

- a. More effective use of resources.
- b. Improved procedures.
- c. Changes in mission or staffing.
- d. Changes directed by higher authority.

1-7. Universal common task list

Listed below are tasks performed by all directorates and special staffs as required and therefore should not be restated in the regulation text.

- a. Integrates quality principles into daily actions.
- b. Renders technical advice to members of the command.
- c. Provides input to command budget plans.
- d. Provides TDA changes.
- e. Processes personnel change actions.
- f. Responds to routine internal and external taskers.
- g. Provides advice on functional policy.

h. Maintains files.

i. Completes appraisals, noncommissioned officer evaluation reports (NCOER), and officer evaluation reports (OER).

j. Determines training plans for personnel.

k. Provides mobilization plan submissions as required.

l. Represents the command at meetings and conferences.

m. Administers internal controls to safeguard property and information.

n. Fulfills timecard requirements.

o. Develops and presents briefing charts.

p. Provides a contractor's representative as required.

q. Reviews and provides comments on staff actions.

r. Answers requests for information.

s. Responds to quick turn-around suspenses.

t. Analyzes and requests automation needs.

u. Submits reports to external sources.

v. Maintains liaisons and coordinates with other commands.

w. Types and assists in the preparation of studies, reports, analyses, briefings, correspondence, and travel orders.

x. Maintains suspense log of correspon-

- dence, schedule, and itinerary for the director.
- y. Maintains property accountability records and provides expendable supplies.
 - z. Provides technical editorial support for directorate documents and papers.
 - aa. Oversees the NCOER and OER control and rating scheme, and the civilian performance standards and ratings.
 - ab. Provides technical advice to the director and divisions on awards programs.
 - ac. Maintains internal mail and distribution system.
 - ad. Maintains and controls all supply requests.
 - ae. Provides, coordinates, and maintains directorate leave plan.
 - af. Maintains a physical security and key control program.

Chapter 2

Staff and Directorates

2-1. Office of the CG

- a. Core competency. Manages worldwide recruiting operations. Commands HQ USAREC and subordinate field activities located throughout the continental United States (CONUS), Puerto Rico, the Virgin Islands, Guam, American Samoa, Panama, Europe, and Asia.
- b. Functions.
 - (1) Recruits U.S. citizens and legal residents of the United States from civilian life in CONUS and overseas. Recruits applicants for specified Regular Army (RA), United States Army Reserve (USAR), Army Medical Department (AMEDD) officers, and assists in Army National Guard (ARNG), Reserve Officers' Training Corps (ROTC), and ARNG officer programs. Recruits applicants for the Officer Candidate School (OCS) and the Warrant Officer Flight Training (WOFT) enlistment options. Assists in personnel procurement efforts for the United States Military Academy Admissions Program.
 - (2) Manages and supervises the use of all resources. Plans, programs, budgets, funds, and coordinates requirements for resources, and provides mission support for all USAREC activities. Negotiates with the Chief of Engineers (COE) or with other military services for the acquisition, construction, conversion, alteration, modification, or rehabilitation of recruiting facilities.
 - (3) Develops requirements for the RA and USAR recruiting publicity and advertising program consistent with Department of the Army (DA) policies and guidance. Receives and processes requests for recruiting publicity and advertising for Army reenlistment programs. Budgets, funds, and initiates contractual requirements for procurement of publicity and advertising for the RA and USAR personnel procurement programs.
 - (4) Establishes and maintains liaison with educators and associations at the national, state, and local levels; supervises Army recruiting participation in national education conventions.
 - (5) Maintains liaison with recruiting headquarters of the Marine Corps, Navy, and Air Force; the COE and district engineer offices; repre-

sentatives of the General Services Administration (GSA); the Military Traffic Management Command; and other agencies on matters directly affecting USAREC operations.

- (6) Initiates requests, as necessary, to obtain administrative, legal, and logistical services from the CG, United States Army Training and Doctrine Command (TRADOC), United States Army Forces Command (FORSCOM), United States Army Materiel Command, United States Military District of Washington, United States Military Entrance Processing Command (USMEPCOM), the numbered armies in the continental United States (CONUSA), certain overseas commands, and the COE for support of recruiting activities.

- (7) Prepares, reviews, and approves in conjunction with Headquarters, Department of the Army (HQDA), Army-wide training as it applies to recruiter personnel; develops and administers a continuous training program for USAREC recruiters.

- (8) Exercises command authority over all military and civilian personnel assigned to USAREC activities with general court-martial jurisdiction over military personnel.

- (9) Responsible to assure internal controls are in place and operating at all command levels.

2-2. Deputy Commanding General - East

Acts with full authority in the name of the CG of USAREC regarding operational responsibilities.

- a. Directs the operations for RA, USAR, and AMEDD for the 1st Rctg Bde, 2d Rctg Bde, and 3d Rctg Bde.

- b. Serves as commander of USAREC in the absence of the CG.

- c. In conjunction with Deputy Commanding General (DCG) - West, serves as principle advisor on training matters.

- d. Serves as approval and/or disapproval authority for felony waivers.

- e. Responsible to maintain procedures to assure management control of allocated resources and manpower authorizations.

- f. Chairs the Command Studies Advisory Group (CSAG); serves as manager for the group in the planning and conduct of the program; and forwards recommended studies to the CG for approval.

2-3. Deputy Commanding General - West

Acts with full authority in the name of the CG of USAREC regarding operational responsibilities.

- a. Directs the operations for RA, USAR, and AMEDD for the 5th Rctg Bde, 6th Rctg Bde, and the United States Army Recruiting Support Brigade (RS Bde).

- b. Serves as commander of USAREC in the absence of the CG.

- c. Serves as principle advisor on training matters.

- d. Serves as approval and/or disapproval authority for felony waivers.

- e. Responsible to maintain procedures to assure management control of allocated resources and manpower authorizations.

- f. Oversees training and recruiting doctrine

development within the command and coordinates with Commander, Soldier Support Institute.

2-4. Command Sergeant Major

- a. Core competency. The senior enlisted advisor to the CG on all policy matters and on all matters of individual training pertaining to USAREC enlisted personnel.

- b. Functions.

- (1) Serves as the senior noncommissioned officer (NCO) of USAREC and as a key member of the CG's personal staff.

- (2) Provides information, assessments, judgments, opinions, and an experienced viewpoint on morale, discipline, motivation, retention, and other problems of enlisted soldiers.

- (3) Mentors recruiting brigade (Rctg Bde) Command Sergeants Major and maintains informal liaison with sergeants major of subordinate commands.

- (4) Accompanies the CG on inspections and staff visits. Makes separate observations and information inquiries on activities of enlisted personnel to understand and support their views and concerns.

- c. Reenlistment Office functions.

- (1) Advises the commander on all matters pertaining to reenlistment issues.

- (2) Inspects subordinate reenlistment offices.

- (3) Processes bars to reenlistment.

- (4) Represents the command at higher headquarters and subordinate units on reenlistment issues.

- (5) Establishes and distributes reenlistment objectives.

- (6) Monitors and reports reenlistment accomplishments.

- (7) Trains subordinate reenlistment NCO.

- (8) Manages funds to support the command reenlistment program.

2-5. Inspector General

- a. Core competencies.

- (1) Confidential advisor to the commander.

- (2) An extension of the commander's eyes, ears, and conscience.

- (3) Represents the interests of the organization and the welfare and morale of all.

- (4) Inquires into and reports on matters affecting the mission, economy, efficiency, discipline, and esprit de corps.

- (5) Monitors the recruiting process to ensure quality control.

- b. Functions.

- (1) Teaches and trains.

- (2) Conducts inspector general (IG) inspections.

- (3) Conducts quality assurance inspections.

- (4) Provides assistance.

- (5) Conducts investigations.

- (6) Proponent for overall inspection policy within USAREC to include USAREC Reg 1-21.

- (7) See figure 2-1 for the IG organizational chart.

2-6. Staff Judge Advocate

- a. Core competency. Advises CG, USAREC staff, and subordinate USAREC commanders

on all legal matters including, but not limited to: Military justice, standards of conduct, procurement law, administrative law, fiscal law, civilian personnel and labor law, legislation, claims, military personnel law, and military enlistment law. This includes proponentcy for USAREC directives, training, information, and programs in these areas.

b. Functions.

(1) Provide legal advice to commander and staff concerning:

- (a) Military justice.
- (b) Recruiting impropriety (RI) cases.
- (c) Misconduct investigations.
- (d) Separation actions.
- (e) Procurement and fiscal law.
- (f) Administrative law (Article 138 complaints; military personnel law; military enlistment law; policies, programs, plans, and directives; and line of duty investigations).
- (g) Standards of conduct.
- (h) Claims.
- (i) Civilian personnel and labor law.
- (j) Legislation.

(2) Provide legal support to the field:

- (a) Coordinate legal support with serving Staff Judge Advocate (SJA).
- (b) Perform brigade judge advocate (BJA) duties during absence or overflow.
- (c) Technical supervision of BJA.
- (d) Instructors for BJA training, Recruiting Commanders Course (RCC), Precommand Course (PCC), 450 filers, etc.
- (e) Legal advisor for enlisted separation boards.
- (f) Recorder and legal advisor for officer separation boards.

(3) Prepare legal documents concerning:

- (a) Litigation.
- (b) Administrative reprimands (driving under the influence and RI).
- (c) Reliefs in RI cases.
- (d) Referral and final action in separation cases.

(e) Powers of attorney.

(4) Coordinate with other agencies:

- (a) Office of The Judge Advocate General administrative law.
- (b) Army Litigation Division.
- (c) U.S. Attorney offices and Department of Justice.
- (d) United States Army Reserve Personnel Command (AR-PERSCOM).

(e) Office of the Deputy Chief of Staff for Personnel (ODCSPER).

- (f) Installation SJA offices.
- (g) Trial Defense Service.
- (h) Other Services recruiting SJA.
- (i) Fort Knox Directorate of Contracting.
- (5) Legal assistance:
 - (a) Installation conflicts.
 - (b) Notary.
 - (6) Recruit military lawyers (collateral duty).
 - (7) Proponent for the following publications:
 - (a) USAREC Reg 27-2.
 - (b) USAREC Reg 190-3.
 - (c) USAREC Reg 600-25.
 - (d) USAREC Pam 27-65.

c. See figure 2-2 for the SJA organizational

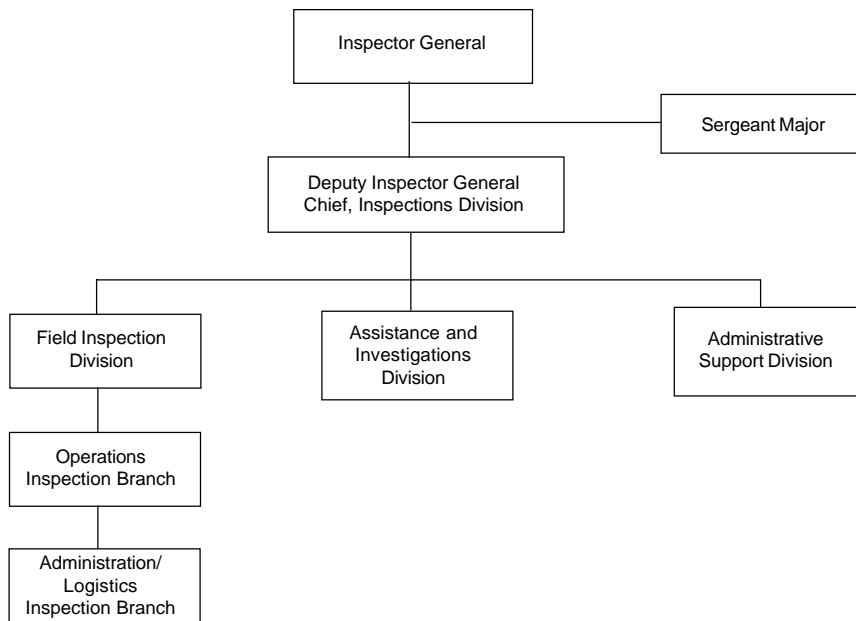


Figure 2-1. IG organizational chart

chart.

2-7. CofS

a. Core competency. Responsible to support, interpret, and disseminate policies, plans, and decisions of the CG and ODCSPER to the staff, Rctg Bdes, RS Bde, and appropriate staff agencies.

b. Functions. Supervises and provides for adequate training and development of the headquarters staff consisting of military and civilian personnel.

(1) Manages an internal support staff to orchestrate daily actions, to include a Protocol Office.

(2) Functions as senior coordinator with lateral external commands and higher headquarters.

(3) Approves and ensures proper and efficient use of recruiting assets throughout the command with regards to appropriated funds, authorizations, and manpower.

(4) Liaison between USAREC, TRADOC, United States Army Reserve Officers' Training Corps Cadet Command, and USMEPCOM.

(5) Oversees supervision of the Information Support Activity-United States Army Recruiting Command (ISA-USAREC) with responsibility for automation and communication throughout the command.

(6) Serves as the representative from USAREC regarding USAR units and related issues pertaining to the ARNG.

(7) Serves as the command's primary liaison with the United States Total Army Personnel Command (PERSCOM).

(8) Responsible to maintain effective inter-

nal control of allocated resources and manpower authorizations.

(9) Provides guidance and assistance for the Equal Opportunity (EO) Office.

(10) Internal control and stewardship of resources.

2-8. Civilian Personnel Office

a. Core competency. Implements a commandwide civilian personnel management program; guarantees equality of opportunity at all levels of the command within the framework of established DA policies, programs, regulations, and procedures.

b. Functions.

(1) Arranges for local civilian personnel servicing for all command organizations and activities; conducts field visits, reviews reports, and maintains contact with servicing civilian personnel offices and major Army commands (MACOM), as necessary, to evaluate the quality of service and to promote required improvements.

(2) Evaluates civilian personnel management throughout the command; analyzes appropriate personnel reports, provides on-site advice and assistance, and conducts surveys, as required.

(3) Assures consistency of interpretation of regulations and procedures; provides advice, assistance, and necessary coordination with respect to controversial, inconsistent, or conflicting requirements that may result from the multiplicity of servicing operations in USAREC activities.

(4) Implements and administers commandwide career programs, directly or through coordinated efforts.

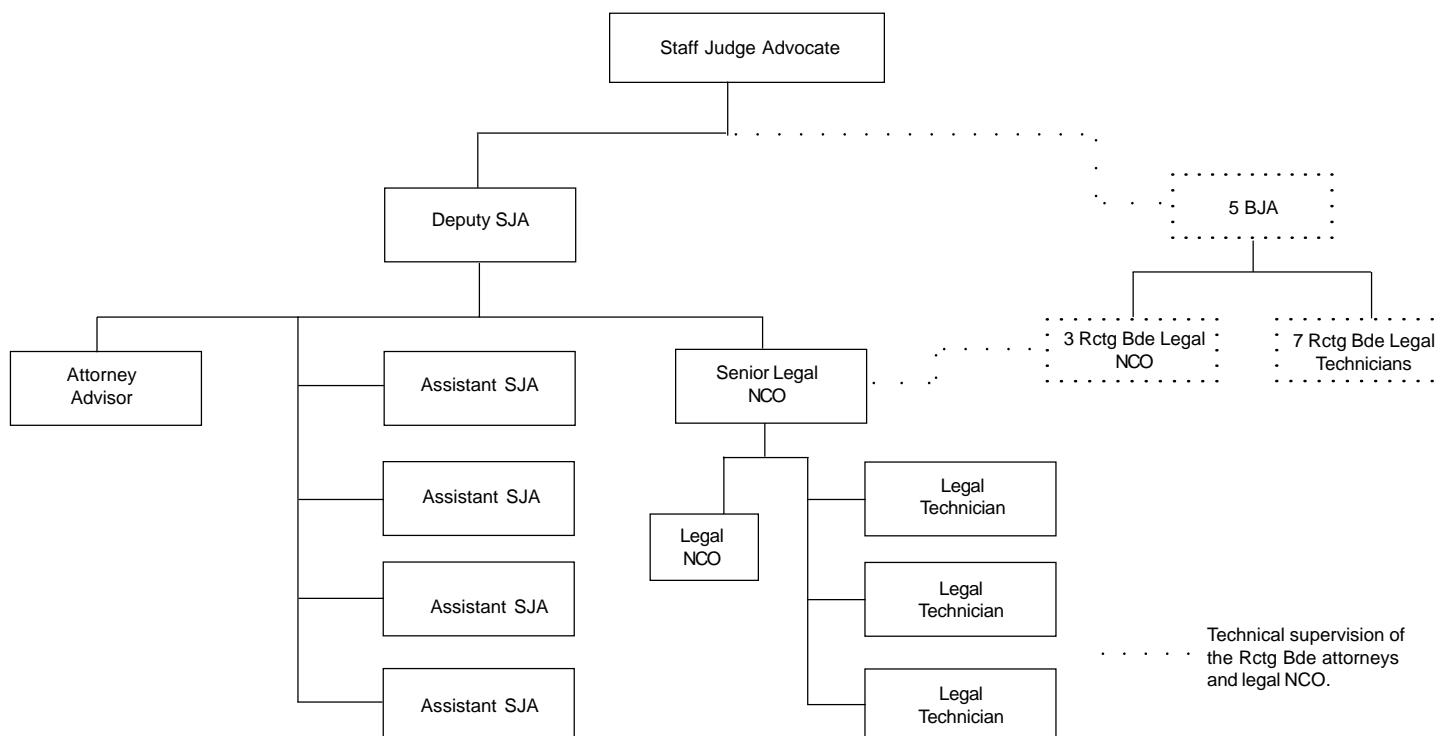


Figure 2-2. SJA organizational chart

(5) Performs those functions and activities relating to the civilian personnel management program which may not be redelegated or assigned elsewhere because of legal, regulatory, and administrative limitations, or for reasons of economy and efficiency. Included are such things as development and maintenance of standardized position descriptions, management of the command position management program, negotiation of headquarters union contract, review of union contracts negotiated at lower echelons for command approval, recommendations for command action on labor-management partnership issues, grievances and appeals as necessary, and supplemental training of activity commanders on civilian personnel management matters.

(6) Provides staff advice, assistance, and consultation with respect to major program actions, civilian personnel goals and objectives established at DA or USAREC level, establishes commandwide priorities based on USAREC-unique situations, and develops resolutions to matters of concern throughout the command. Such matters may include position structure, identification of training needs, staffing plans and programs, stabilizing employment, or improving communications.

(7) Manages the USAREC civilian training, education development (student detachment) intern program. This includes projecting intern needs, requesting intern allocations, monitoring the fill rate, approving intern individual develop-

ment plans, and intern training and placement of graduating interns.

(8) Manages the long-term competitive training programs, projects training needs, obtains training quotas, approves training requests, and coordinates with learning institutions regarding enrollment.

(9) Manages the commandwide Total Army Performance Evaluation System.

(10) Program manager for USAREC civilian training; reviews annual requests for training funds, ensures that training funds allocated are properly utilized.

2-9. Total Recruiting Quality Office

Functions. Responsible to promote and integrate the total Army quality philosophy into the command.

a. The coordinator is responsible to:

(1) Provide advice and staff support to senior leaders concerning total recruiting quality (TRQ).

(2) Coordinate organizational assessments, implementation activities, and research within the organization.

(3) Establish internal and external communications procedures and systems to facilitate the free flow of information about TRQ.

(4) Assist in the development of training requirements and curricula in the areas of cultural awareness, manager orientation into quality principles, Myers Briggs Personality Type Index, team development, human effectiveness, and

facilitator training.

(5) Publicize training opportunities, coordinate and conduct TRQ training, and monitor the quality of training.

(6) Provide TRQ information briefings and presentations; maintain TRQ reference library.

b. The coordinator reports to the USAREC CoFS.

2-10. Office of Internal Audit

a. Core competency. Executes a commandwide internal audit program and acts as the CG's primary advisor on audit matters.

b. Functions.

(1) Directs audit efforts toward determining that the management of resources and operations are effective, internal controls are adequate, and that USAREC is in compliance with applicable laws, regulations, and policies.

(2) Maintains surveillance of the command internal review and audit activities. Evaluates overall effectiveness of internal review and audit program.

(3) Serves as the USAREC central point of contact for coordination of external audit activities; specifically, the General Accounting Office (GAO); Department of Defense Inspector General (DOD-IG); DA, Comptroller, Internal Review; and United States Army Audit Agency (USAAA). Reviews and coordinates command replies to GAO, DOD-IG, and USAAA reports and visits.

(4) Provides advisory services and assis-

tance to senior managers dealing with internal controls and audits throughout USAREC.

(5) Evaluates internal and external audit reports and reviews and prepares command corrective action replies for the CG's approval and submission to higher headquarters.

(6) For the CG, performs requested internal reviews of appropriated fund operations for the command to determine condition, cause and effect, and action required to correct known or potential problem areas involving the preservation and proper use of resources. Performs internal review services for commanders of subordinate activities, and reports the results to that commander.

(7) Performs followup reviews of internal and external audit reports; corrective action replies to determine compliance, and submits reports of findings to the commander and his or her staff.

(8) Develops the annual Command Internal Review Program in quarterly increments for the CG's approval. Prepares consolidated periodic reports for submission to higher headquarters.

(9) Serves as the central point of contact regarding audit requirements for automatic data processing (ADP) systems in the command.

(10) Develops audit guides and problem-solving techniques for systems and procedures that are unique to USAREC.

2-11. Chaplain and Unit Ministry Team

a. Core competency. Advises the commander on matters of religion, morality, and morale. Assists the commander in establishing a moral, ethical, and spiritual climate. Also, assists the commander in maintaining ethical and humanitarian leadership practices.

b. Functions.

(1) Facilitates the free exercise of religion.

(2) Provides pastoral care and religious ministrations.

(3) Supervises and conducts training for chaplains and chaplain assistants throughout USAREC which includes: Suicide Prevention and Intervention; Basic Human Interaction; Sharpening Your People Skills (Behavior); Myers-Briggs Type Indicator (Personality); and professional development.

(4) Ensures specific areas of training for recruiters are conducted (i.e., stress management; quality of life; suicide prevention and awareness; moral ethics; battle fatigue (common signs), and basic interaction.

(5) Visits all Rctg Bde areas in USAREC and determines necessary training for families to include: Stressing human dignity, self-worth, and family values.

(6) Formulates policy and plans for all USAREC unit ministry team members.

(7) The Command Chaplain's Office supervises and monitors the utilization of the Individual Ready Reserve (IRR) and Individual Mobilization Augmentee (IMA) chaplains in the Chaplain Reserve Support Program throughout USAREC who provide emergency pastoral care for religious, spiritual, moral, and emotional well-being of USAREC soldiers and their families.

2-12. Command Surgeon

a. Core competency. Reviews, grants, or denies medical waiver requests for RA and USAR enlisted accessions and AMEDD applicants.

b. Functions.

(1) Develops and coordinates USAREC program, procedural and policy changes in the accession and/or commission of all RA and USAR personnel with HQDA Deputy Chief of Staff for Personnel (DCSPER), USMEPCOM, Office of The Surgeon General (OTSG), the United States Army Health Services Command, TRADOC, FORSCOM, PERSCOM, and AR-PERSCOM, as required.

(2) Researches the latest trends in medicine and training to better serve USAREC by granting medical waivers to applicants where research indicates they can successfully complete their term of military service.

(3) Advises the commander on all medical questions.

2-13. Recruiting Operations Directorate

a. Core competency. Plans, provides staff direction for, and supervises activities of enlistment and commissioning programs for procurement from civilian life. Formulates policy and supervises activities concerning recruitment. Coordinates recruiting activities as required and allocates requirements for enlistment programs and options. Develops policies for all enlisted, warrant, and commissioned personnel procurement programs assigned to USAREC. Improves the functioning of organizational elements by implementing selected management and behavioral science skills designed to enhance mission accomplishment and increase recruiter productivity.

b. Functions.

(1) Directs recruiting operations of subordinate USAREC activities.

(2) Formulates policy concerning enlistment process and Army guidance counselor (GC) functions.

(3) Identifies major personnel procurement problem areas and supervises implementation of corrective measures.

(4) Submits recruiting summaries for the USAREC Historical Report.

(5) Manages and coordinates all administrative aspects of alleged RI.

(6) See figure 2-3 for organizational chart of the Recruiting Operations Directorate.

c. Army Recruiting Information Support System (ARISS) Office functions.

(1) Manages all USAREC assets to field ARISS.

(2) Develops USAREC into the ARISS solution.

(3) Provides unified support to the project manager (PM).

(4) Communicates ARISS progress to USAREC and DA staff.

d. Recruiting Impropriety and Investigation Division functions.

(1) Manages the USAREC Headquarters Investigative Program pertaining to all allegations of recruiter impropriety.

(2) Receives, reviews, and investigates, or

causes an investigation to be conducted into allegations of RI.

(3) Reviews reports of investigations received from subordinate commands. If necessary, in conjunction with the SJA, processes cases for briefing and decision by the CG.

(4) Maintains historical records of completed investigations into alleged RI.

(5) Identifies potential recruiting and processing problem areas in terms of geographical location, past problems, or specific command difficulties.

(6) Command focal point with military and governmental departments, agencies, and commands involved in the reporting, investigation, and adjudication of RI.

(7) Command point of contact for United States Army Criminal Investigation Command Liaison Office concerning alleged RI.

(8) Manages and supervises administrative and operational functions of officers detailed as headquarters investigators.

(9) Provides training for the PCC, Executive Officer (XO) Course, annual training conferences, and for selected officer and NCO courses at the Recruiting and Retention School (RRS).

e. Administrative Cell functions.

(1) Serves as terminal area security officer (TASO) for the directorate. The TASO is responsible to:

(a) Order and maintain all computer hardware, peripherals, and communications.

(b) Local area network (LAN) coordination for the directorate.

(c) Schedule computer training for directorate personnel.

(d) Coordinate with ISA-USAREC personnel for user identification and passwords for the Army Recruiting Command Central Computer System (ARC3S), LAN, cc:Mail, PROFFS, Army Recruiting and Accession Data System (ARADS), and HQDA Decision Support System.

(e) Conducts long-term automation and telecommunications support planning. Prepares input for the Information Management Master Plan and the budget process.

(2) Provides administrative and supply support as needed to each division.

f. Technical Support Office functions.

(1) Serves as the central point of contact for recruiting operations support. Maintains continuous liaison with ISA-USAREC.

(2) Produces daily statistical summary of yesterday's contract and accession activity (SMART Book) for the Command Group and headquarters staff.

(3) Produces a variety of statistical reports regarding operational aspects of recruiting on a weekly, monthly, quarterly, and annual basis. Periodically verifies need for reports.

(4) Performs ad hoc queries against various data base files as required by directorate action officers. Assists action officers in the preparation of ad hoc queries and reports.

(5) Aids ISA-USAREC in designing, developing, producing, and maintaining programs required by directorate needs.

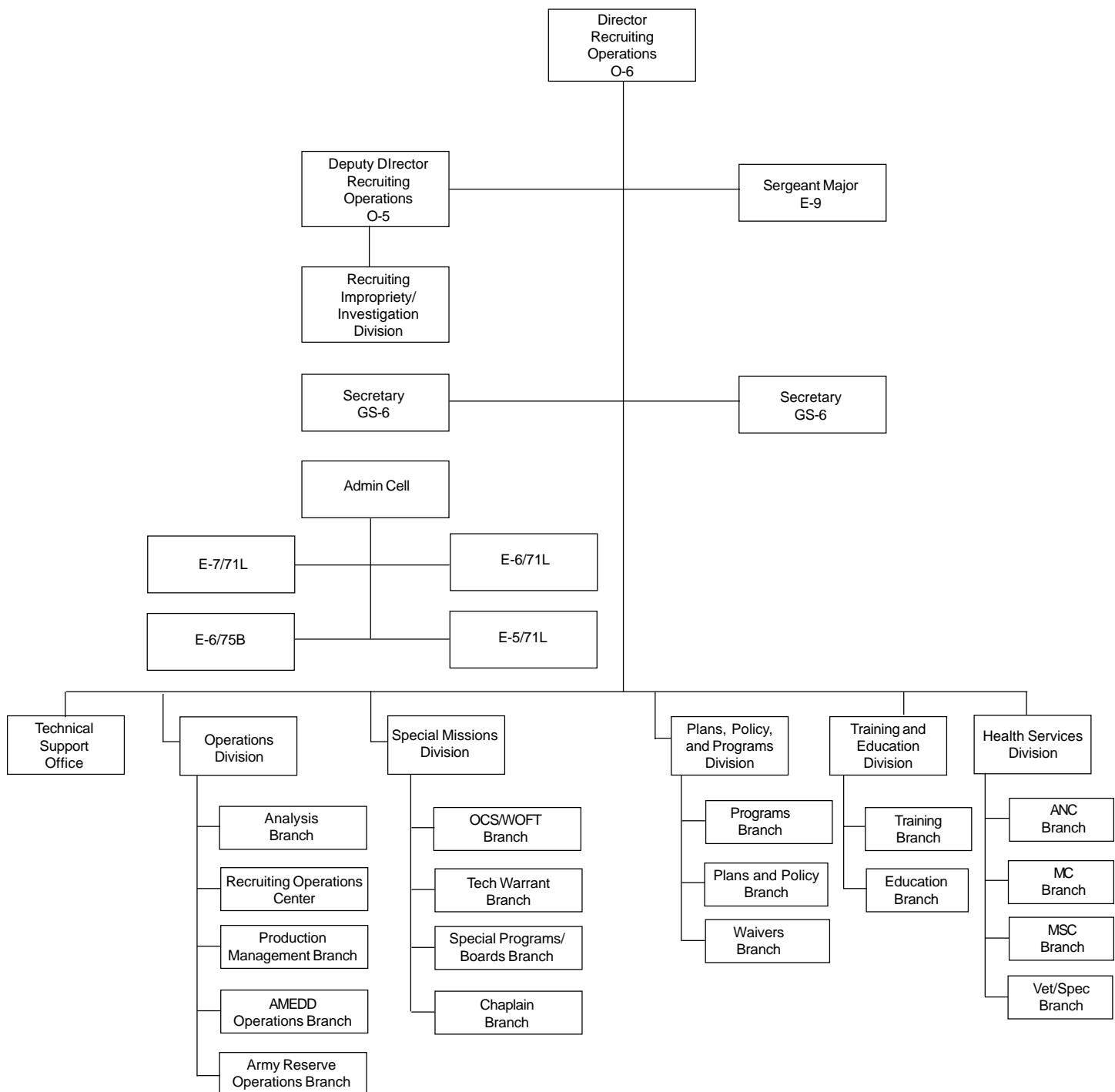


Figure 2-3. Recruiting Operations Directorate organizational chart

(6) Prepares or assists in the preparation of functional requirements documents for submission to ISA-USAREC for the development of software products for use by the directorate or operations staffs throughout the command.

(7) Serves as functional proponent for recruiting operations data bases and programs on all USAREC systems (to include ARC3S, ARADS, Joint Optical Information Network (JOIN), and Analyst).

(8) Assists the field force with usage of re-

cruiting operations systems and prepares user documentation in support of these systems.

(9) Assists the field force in correcting mistakes made in crediting contracts properly for mission box purposes using Battalion Operations and Awards Reporting System edits.

(a) Troubleshoots field calls on JOIN, ARADS, Consolidated Leads List System, and Battalion Operations and Awards Reporting System edits.

(b) Assists GC to resolve Recruit Quota

System (REQUEST) operating problems.

(c) Functional and technical proponent for the USAREC Phase of Inter-Component Data Transfer and the Total Army Personnel Data Base (TAPDB).

(d) Responsible for all USAR automated accessioning systems on ARC3S, ARADS, JOIN, and FORSTARS.

(10) Participates in meetings and conferences where recruiting operations automation support is on the agenda.

(11) Provides REQUEST manager for USAREC who serves as the USAREC point of contact for all issues dealing with REQUEST.

g. Operations Division functions.

(1) Coordinates all activities within the command dealing with accession management. Monitors, tracks, and maintains numerical and statistical documentation to reflect recruiting production results.

(2) Represents USAREC at conferences held at HQDA involving all facets of accessions.

(3) Directs, plans, and supervises both short- and long-range analysis of overall production, options, and programs as well as established trends and predicted performance or impact upon recruiting.

(4) Responsible for preparation of all production and military occupational specialty (MOS) charts and/or graphs used for end-of-month production summary. Prepares all other briefings for the Command Group and outside agencies requiring USAREC production data.

h. Analysis Branch functions.

(1) Performs rapid analysis of policy issues. Analyzes accessions and develops policy concerning quality distribution issues. Maintains an accession data base to support analysis. Conducts operations research to assist in resource allocation. Monitors production trends.

(2) Develops and maintains models for forecasting short- and long-range performance.

(3) Performs selected analysis and provides recommendations relative to operating programs.

(4) Conducts production analysis for the command, Rctg Bdes, and recruiting battalions (Rctg Bns).

(5) Monitors and analyzes accession and contract trends by category and provides data, plans, and recommendations to support the accession mission.

(6) Provides input to the directorate and command level briefings on issues.

(7) Manages recruiting incentives.

(8) Monitors and maintains history on command, Rctg Bde, and Rctg Bn trends including accession loss, Delayed Entry Program (DEP) loss, and write rates.

(9) Coordinates with PERSCOM, DCSPER, and USMEPCOM as needed.

(10) Prepares monthly recruiting summary message to DCSPER.

(11) Monitors priority MOS contract production.

(12) Assists the Recruiting Operations Center (ROC) tracking MOS quality and overall fill quality marks.

(13) Analyzes, establishes, and monitors the monthly build to numbers.

(14) Manages the annual soldier distribution quality for all MOS.

(15) Assists the ROC in evaluating initial entry training, advanced individual training, and one-station unit training seats availability.

(16) Analyzes, establishes, and manages the pre-active duty assignment factors for the Army Training Requirements and Resource

System (ATRRS) and REQUEST interface data base.

(17) Assists the ROC in coordinating with HQDA and PERSCOM concerning large scale training seat problems.

(18) Manages all mission-related accession activities within the command.

(19) Provides statistical production review on a weekly and monthly basis to include end of month, quarterly, and end of year projections.

i. ROC functions.

(1) Tracks MOS quality and overall fill. Maintains current Qualification File, Report Unit Distribution Program, Kwiksale, and builds accession accounting records.

(2) Maintains liaison with PERSCOM and DCSPER concerning training seats and options available.

(3) Evaluates initial entry training and advanced individual training seats; coordinates with PERSCOM for corrective actions; checks training assignment and option files and new quota files; and coordinates with PERSCOM for corrections to assignment file and authorized monthly option files.

(4) Assists and trains field force GC in REQUEST program execution correcting erroneous records and assisting or troubleshooting reservation problems.

(5) Assists field force in resolving training seat conflicts for specific individuals applicants.

(6) Inputs REQUEST messages.

(7) Coordinates with HQDA to resolve large scale training seat problems.

(8) Quality distribution proponent. Sets up quality distribution controls (switch settings) on REQUEST using program accession control modifications.

(9) Provides tracking of MOS annual program fills.

(10) Command point of contact for training resource arbitration process meetings.

(11) Provides exceptions to and updates DEP control and RUDEP (automated DEP and Delayed Training Program (DTP) control).

(12) Tracks DEP fill by month for the command.

(13) Monitors accomplishment of special missions such as airborne, language, prior service (PS), and other push MOS as needed.

(14) Coordinates the efforts of the REQUEST manager.

j. Production Management Branch functions.

(1) Manages command contract production on a daily basis. Tracks command accession mission (month, quarter, and year-to-date). Provides statistical analysis for production review.

(2) Manages all AMEDD production and accession issues on a daily basis.

(3) Provides monthly mission box achievement for all Rctg Bdes and Rctg Bns.

(4) Briefs CG, CofS, and director on production strategy.

(5) Responsible for all production data that is briefed to the DCSPER; the Vice Chief of Staff, U.S. Army; the Chief of Staff of the Army; and the CG FORSCOM.

(6) Tracks daily floor count and conversion data for the command, Rctg Bdes, and Rctg Bns.

(7) Tracks all contracts for the command, Rctg Bdes, and Rctg Bns.

(8) Tracks behavioral glidepath by command.

(9) Establishes and maintains liaison with Rctg Bde operations.

(10) Monitors and maintains history on command, Rctg Bde, and Rctg Bn trends including mission and production, testing, floor count, conversion rates, production shifts, and DEP losses.

(11) Assists in the development and publication of command regulations and directives as required.

(12) Prepares command level briefings given to outside agencies.

(13) Responsible for posting and updating command production historical library.

(14) Provides input for the execution of USAR enlisted recruiting programs to assure DA assigned missions are achieved.

(15) Provides input to manage all special enlisted recruiting: Army Civilian Acquired Skills Program (ACASP), Specialized Training for Army Reserve Readiness, split training, prior service training, Selected Reserve Incentive Program, DTP sustainment, and DTP and USAR referrals.

k. AMEDD Operations Branch functions.

(1) Production management.

(a) Manages all AMEDD mission-related accession and production issues and activities in the command.

(b) Monitors, tracks, and maintains numerical and statistical production documentation on both a weekly and monthly basis, to include end-of-month, quarterly, and yearend accomplishments and accessions.

(c) Prepares all AMEDD production charts and/or graphs for end-of-month production summary; prepares all other briefings for the Command Group and outside agencies regarding USAREC AMEDD production data.

(d) Analyzes accession trends and provides data, plans, and recommendations to support mission accomplishment.

(2) Plans and policy.

(a) Serves as regulatory proponent for USAREC Reg 601-37 and USAREC Reg 601-105.

(b) Develops implementing procedures for all USAREC AMEDD accession programs.

(c) Coordinates implementation of AMEDD recruiting incentives. Makes recommendations for changes in policy and incentives to HQDA, OTSG, DCSPER, and Office of the Chief, Army Reserve (OCAR) based on market conditions.

(d) Provides input on AMEDD issues to directorate and command-level briefings.

(e) Coordinates with PERSCOM, DCSPER, OTSG, OCAR, United States Army Medical Command (MEDCOM), AR-PERSCOM, and the United States Army Reserve Command (USARC) as needed.

(f) Coordinates subject matter expert guidance to Advertising and Public Affairs Directorate, Program Analysis and Evaluation Directorate, and the United States Army Recruiting Support Battalion (RSB) in support of AMEDD advertising and marketing initiatives.

(3) Training.

(a) Coordinates with the RRS and Training and Education Division to develop and update training curriculum for the Health Care Recruiter Course.

(b) Provides sustainment training to the field force on AMEDD incentives and processing issues.

(4) Establishes and maintains liaison with the Army Medical Department detachments (AMEDD Dets).

I. Army Reserve Operations Branch functions.

(1) Responsibilities. Is the principle advisor to the director and USAREC staff on all USAR actions, issues, and organizational matters. Plans and executes the USAR enlisted accession mission assigned by HQDA. Formulates policies, procedures, and directives pertaining to all aspects of USAR enlisted and technical warrant officer (TWO) recruiting. Serves as the command ombudsman for USAR recruiting interfacing on a regular basis with the Major United States Army Reserve Command commanders. Acts as primary staff representative for coordination with HQDA, ODCSPER, OCAR, USARC, and other Army agencies on issues involving USAR recruiting.

(2) Functions.

(a) Advises the director on USAREC operational support of USAR recruiting operations.

(b) Advises the director on activities of USAREC liaisons to TRADOC installations who assist USAR recruits with contract problems during initial active duty for training.

(c) Provides input to director in developing and executing the directorate operating budget. Participates in the command's Quarterly Budget Execution Review and all other budgetary and reprogramming actions that pertain to USAR recruiting activities.

(d) Provides input to the director in preparing and coordinating Program Development Increment Packages on USAR recruiting initiatives to the Resource Management Directorate for inclusion in the Command Program Analysis and Resource Review.

(e) Performs rapid analysis of policy issues. Analyzes accessions and develops policy concerning quality distribution issues. Maintains an accession data base to support this analysis.

(f) Develops and maintains models for forecasting near-term recruiting performance.

(g) Performs selected analysis and provides recommendations relative to operating programs.

(h) Analyzes special recruiting programs to include ACASP, Specialized Training for Army Reserve, split training, prior service training, Selective Reserve Incentive Program (and other monetary incentives for enlistment or transfer),

and DTP referral programs.

(i) Conducts production analysis for the command, Rctg Bdes, and Rctg Bns.

(j) Analyzes USAR accession trends by category data, plans, and recommends to support USAR mission accomplishment.

(k) Performs analysis of production data to project quarterly and end of year accomplishments for the USAR.

(l) Provides input to directorate and command level briefings.

(m) Maintains awareness of other services' recruiting organizations and successes to include contract and examination statistics.

(n) Provides input on technical support functions for the directorate.

(o) Provides procedural guidance pertaining to USAR enlisted accession programs and options.

(p) Proponent for the Consolidated Leads List System which is an automated monthly leads source for USAR recruiters.

(q) Proponent for the Vacancy Potential Transcript which is a monthly leads source listing duty military occupational specialty qualified soldiers eligible for transfer from the IRR.

(r) Proponent for the Technical Warrant Officer Potential Applicant Recruiting Transcript which is a monthly leads source listing enlisted and TWO eligible for TWO positions.

m. Special Missions Division functions. Develops and coordinates programs, procedures, and policy in the accession of OCS and accessions and inservice recruiting of warrant officers (WO) (RA and USAR) applicants and special recruiting programs with HQDA, FORSCOM, TRADOC, PERSCOM, and AR-PERSCOM.

n. OSC/WOFT Branch functions.

(1) Monitors and makes recommendations to improve the processing procedures and policies relating to application for both active duty (AD) and USAR OCS and WO programs.

(2) Monitors AR 601-210 and other personnel-related documents affecting the recruiting process of OCS and WO. Coordinates changes with applicable agencies internal and external to HQ USAREC.

(3) Processes requests from the field force for OCS and WO exceptions and waivers to AR 601-210.

(4) Reviews and prepares OCS and WO applicant packets for boarding.

(5) Responsible for seating of warrant officer candidates (WOC) on the ATRRS.

(6) Staff responsibility for the Army ROTC Referral Program.

(7) Staff responsibility for USAREC Reg 601-91.

(8) Staff responsibility for monitoring band mission accomplishment and coordination with the School of Music and DA Bands Branch.

o. Technical Warrant Officer Recruiting Branch functions.

(1) Prospects for applicants for the WO Program from the Armed Forces.

(2) Coordinates and conducts worldwide briefings on the WO Program.

(3) Reviews applications for administrative correctness.

(4) Serves as point of contact for military personnel offices, personnel services branches, personnel services divisions, military personnel divisions, and service members for questions concerning the WO Program.

(5) Advises the division chief and USAREC personnel on the WO Program.

(6) Coordinates advertisement in support of the recruiting effort.

(7) Performs market analysis to develop a recruiting plan.

(8) Maintains liaison with OCAR, DA, USARC, AR-PERSCOM, and Warrant Officer Candidate course.

(9) Responsible for preparing proponent qualified packets for presentation before the HQDA Board.

(10) Responsible for updating on a daily basis OCS, WOFT, Nurse Reporting System, and the internal WO data base. These data bases keep technical warrant officer recruiters (TWOR), Rctg Bdes, and Rctg Bns updated on the status of their WO applicants.

(11) Daily contact with USAR operations NCO and officers regarding packet errors and credits.

(12) Provides TWOR with updated vacancy lists from USARC and AR-PERSCOM on a bi-weekly basis.

(13) Prepares board letters for each DA-approved WOC to be forwarded to the WOC and their gaining and losing units.

(14) Prepares letters for civil, age, and medical waivers and forwards to appropriate agency.

(15) Tracks mission on a daily basis for each Rctg Bde and Rctg Bn.

(16) Provides comprehensive regulatory guidance on application and prerequisite procedures.

(17) Provides guidance to the 10 Reserve Support Commands throughout CONUS on TWO requirements as mandated by HQDA and OCAR.

(18) Prepares and forwards all HQDA-approved WO packets to Warrant Officer Entry Branch, AR-PERSCOM, immediately upon receipt from CG USAREC. This enables the Warrant Officer Entry Branch to schedule WOC for Warrant Officer Candidate School and Warrant Officer Basic Course as soon as possible.

p. Special Programs/Boards Branch functions.

(1) Staff responsibility for administration of officer selection boards and scheduling of selectees for training. Includes procuring board members, issuance of temporary duty (TDY) orders, briefing of the boards for convening and adjourning, preparing board results for CG's approval, and preparing message for release of board results.

(2) Maintains the automated WO data base for all applicants.

(3) Maintains liaison with PERSCOM, AR-PERSCOM, and WO proponents on changes to the eligibility prerequisites.

(4) Processes and tracks packets for proponent qualification, moral waiver evaluation, age waiver evaluation, and active federal service waiver evaluation.

(5) Corresponds with individual applicant on all disapproval action by proponents and waiver agencies.

(6) Executive agent for DCSPER on DA circular governing the WO Procurement Program.

(7) Principle advisor to the CG and staff on WO recruiting and boarding issues.

q. Chaplain Branch functions.

(1) Directs the execution of USAR chaplain and chaplain candidate recruiting programs to ensure DA-assigned missions are achieved.

(2) Provides procedural guidance pertaining to USAR chaplain and chaplain candidate recruiting programs.

(3) Reviews all USAR chaplain and chaplain candidate applications for completeness and prepares for submission and submits packets to Office of the Chief of Chaplains (OCCH) accessioning boards.

(4) Processes requests for exceptions and waivers through the OCCH and/or AR-PERSCOM Surgeon General.

(5) Formulates policy and program guidance, and interprets DA, OCCH, and USAREC policies pertaining to the accessioning and management of USAR chaplain and chaplain candidate applicants and interservice and intraservice branch transfers.

(6) Serves as technical expert to HQDA, DCSPER, and OCCH for USAR chaplain and chaplain candidate recruiting policy.

(7) Oversees AR 165-1, AR 135-100, and other chaplain personnel-related documents affecting the recruiting process of USAR chaplains and chaplain candidates. Coordinates changes with applicable agencies internal and external to HQ USAREC.

r. Band Liaison functions.

(1) Serves as central point of contact between Rctg Bde band liaisons and PERSCOM liaisons, Army Band Proponency, and United States Army Element School of Music.

(2) Coordinates with United States Army Element School of Music on matters pertaining to band recruiting issues and standards.

(3) Coordinates with PERSCOM liaisons concerning mission status, progress, and issues.

(4) Assists DA staff bands officer in recruiting commissioned Army band officers.

(5) Advises the division chief and USAREC personnel on technical aspects of the Army Bands Program.

(6) Coordinates with proponency, Army Bands, on issues regarding recruiting regulations and policy.

s. Plans, Policy, and Programs Division functions. Develops and coordinates program, procedural, and policy changes in the enlistment process with HQDA, TRADOC, FORSCOM, and PERSCOM as required.

t. Programs Branch functions.

(1) Command proponent for Hometown Recruiter Assistance Program. Proponent for

USAREC Reg 601-103. Responsible for coordination with internal and external agencies on the Hometown Recruiter Assistance Program.

(2) Command proponent for Mobilization Plan.

(3) Command proponent for National Voter Registration Act. Proponent for USAREC Reg 608-1.

(4) Reviews proposed changes to MOS structure and provides appropriate action to higher headquarters. Notifies the field force of approved changes.

(5) Reviews and provides technical assistance for advertising, JOIN video segments, and programs of instruction relating to recruiting courses taught at Fort Jackson.

u. Plans and Policy Branch functions.

(1) Monitors and makes recommendations to improve the processing procedures and policies relating to enlistment eligibility for enlistment and reenlistment.

(2) Monitors AR 601-210 and other personnel-related documents affecting the recruiting process. Coordinates changes with applicable agencies internal and external to HQ USAREC and disseminates approved changes to the enlistment process to the field force.

(3) Processes requests from the field force for exceptions to policy to AR 601-210 and other regulations and guidelines concerning enlistment eligibility.

(4) Manages special recruiting programs to include ACASP, DEP Referral, and English as a Second Language Program.

(5) Serves as command point of contact for Joint Recruitment Commanders Committee related matters.

(6) Supervises the activities of USAREC liaison noncommissioned officers (LNCO) at United States Army Reception Battalions. The USAREC liaison functions are:

(a) Resolve unfulfilled or erroneous enlistments which are detected with a view toward having the enlistee select another enlistment option for which he or she is qualified.

(b) Serve as USAREC enlistment standards representative by providing analysis and reports pertaining to erroneous and/or fraudulent enlistments and by identifying enlistment processing which requires additional emphasis or revision.

1. Conduct on a selective basis preliminary interviews of recruits concerning alleged RI.

2. Provide feedback to Rctg Bns on erroneous or fraudulent enlistments.

(c) Serve as advisor and provide assistance to United States Army Reception Battalions on processing matters pertaining to the enlistment process.

(d) Serve as point of contact for training Rctg Bn, Rctg Bde, and higher level commanders at training installations on matters pertaining to USAREC and the recruiting process.

(e) Advise USAREC of activities, policies, and procedures of the training base which may impact on the recruiting process.

(f) Provide instruction to the Guidance Counselor Course at Fort Jackson on USAREC

LNCO actions and functions.

(7) Staff proponent for Program 300, Recruiter Incentives.

(8) Provides input to the division chief on activities of the USAREC liaison team at AR-PERSCOM. Team obtains documents from service members' official military records to verify prior military service.

(9) Provides input to determine duties and certifies training required for USAR GC.

(10) Provides input in conducting USAR GC certification and sustainment training in coordination with the Training and Education Division.

(11) Provides guidance to the division chief on the activities of the LNCO at USARC to resolve USAR PS vacancy problems when there are no positions displayed on REQUEST for an otherwise qualified applicant.

v. Waivers and DEP Branch functions.

(1) Examines, analyzes, and processes requests for PS and nonprior service (NPS) enlistment waivers (administrative, medical, and moral).

(2) Identifies through analysis improper waiver processing.

(3) Provides exception to policy for waiver processing; and to retain those individuals who appear to have enlisted erroneously and fraudulently into the DEP in lieu of DEP separation.

(4) Provides instruction to RRS, Rctg Bdes, and Rctg Bns concerning the processing and selection procedures for waiver application.

(5) Detects erroneous and fraudulent enlistment through review of data or analysis of request for void enlistments submitted to HQ USAREC.

(6) Provides eligibility guidance on moral, medical, and administrative issues.

(7) Transfers official military personnel documents to casualty staging area of deceased DEP members.

(8) Provides instruction to the recruiting arena concerning DEP separation processing procedures.

(9) Proponent for USAREC Reg 601-56.

w. Training and Education Division functions. Establishes training and sales doctrine for the command. Provides command training guidance and direct assistance to all levels of the command. Develops and integrates training programs for the command. Acts as liaison with TRADOC to ensure availability of recruiting training seats at the RRS. Responsible for USAREC Reg 601-101 and training of Rctg Bde and Rctg Bn education services specialists (ESS).

x. Training and Plans Branch functions.

(1) Determines and develops sales training doctrine for the recruiting force in conjunction with command staff and RRS. Develops necessary training packages commensurate with doctrine.

(2) Provides assistance to all students in residence at the RRS.

(3) Assists in training of Rctg Bde senior and master trainers.

(4) Develops stand-alone reinforcement and

sustainment training packages for all recruiting personnel.

(5) Manages and evaluates the overall training budget for the command.

(6) Evaluates and approves commercial sales training programs.

y. Training Team functions.

(1) Assists Rctg Bdes and Rctg Bns in determining training needs and develops training programs to support the field.

(2) Identifies all USAR training requirements and develops training packages as necessary.

(3) Conducts field training assistance visits as requested or directed.

(4) Develops and implements new and revised training programs.

(5) Analyzes commercially-produced sales programs and tools for incorporation into USAREC sales training programs.

(6) Assists in development, design, and fielding of production management systems.

(7) Monitors internal facilitation training for all training programs and packages.

(8) In conjunction with the TRQ manager conducts internal civilian training.

(9) Trains and provides guidance to all levels of the command.

(10) Provides training guidance to USAREC elements on changes or new recruiting programs.

(11) Teaches the USAREC First Sergeant Course and XO Course.

(12) Identifies all AMEDD training requirements and develops training packages as necessary.

z. Training Management Team functions.

(1) Develops the annual plan and supporting quarterly guidance that provides the command's focus.

(2) Provides the training vision that transitions current operations and plans into long-range plans that will ensure USAREC personnel are trained to meet future goals required to accomplish the command's mission.

(3) Supervises the development of training programs (i.e., special training packages, individual sustainment training, Recruiter Program).

(4) Drafts training guidance for the CG.

(5) Reviews and updates all training publications annually.

(6) Develops USAREC regulations and policy guidance for training development.

(7) Reviews all ineffective relief packets and provides input to the Personnel Directorate on rebuttals.

(8) Provides input and assistance into the research, development, and evaluation of support material to assist in resident and nonresident training functions.

(9) Plans, prepares, and conducts USAREC-level training functions (i.e., Annual Leaders Conference, PCC, New Sergeants Major Training, Annual Sergeants Major Conference).

(10) Reviews regulations to ensure training compliance for AD soldiers.

(11) Contributes articles monthly to the Recruiter Journal (i.e., Pro-Talk, Monthly Test).

aa. Schools Manager functions.

(1) Program manager for all USAREC recruiting schools.

(2) Ensures there are sufficient school seats available to support the field force at all levels from the recruiting station (RS) commander up.

(3) Ensures all school training is conducted in accordance with HQDA, TRADOC, and USAREC guidance.

(4) Forecasts training requirements and provides allocation for all recruiting schools.

(5) Interfaces with TRADOC and the United States Army Sergeants Major Academy to ensure sufficient number of class seats are available for the DA First Sergeants Course.

(6) Loads attendance information on ATRRS.

(7) Provides support for training requests for service schools (i.e., Airborne, Air Assault) for AD soldiers.

(8) Provides support for USAREC civilian personnel training requests.

ab. Liaison (RRS) functions.

(1) Provides administrative assistance with inprocessing and releases from RRS courses.

(2) Provides liaison with TRADOC to include close and continuous coordination with the RRS on matters of instructors and instructional quality control, course development, course scheduling, and fielding of new or changing USAREC doctrine and other matters pertaining to curriculum development and/or review.

(3) Serves as point of contact with TRADOC on matters pertaining to the installation and operation of JOIN and ARADS at the United States Army Soldier Support Center (USASSC).

(4) Develops and coordinates the itineraries for USAREC general officers and Army Recruiter Course (ARC) guest speakers to USASSC.

(5) Coordinates the instructor selection process, hotel contract, and class materials (i.e., recruiter sales books, badges, planning guides, sales kits) between HQ USAREC and the RRS, USASSC.

ac. Education Branch functions.

(1) Monitors the School Testing Program and develops strategies to increase the use of the Armed Services Vocational Aptitude Battery test.

(2) Develops command policy for administration of educational programs that govern recruiting in the high school and postsecondary markets.

(3) Develops and manages informational programs which provide the latest information and opportunities to the education community as well as to the USAREC internal market.

(4) Recommends new education programs and incentives to maintain the Army's education advantage.

(5) Establishes and maintains formal linkage with strategic national education and business agencies and associations informing them of the Army story.

(6) Establishes command policy and develops strategies for Rctg Bde and Rctg Bn ESS coalition building efforts.

(7) Advises the command on developments,

changes, and trends in education.

(8) Reviews and validates education credential evaluations.

(9) Increases the use of the Concurrent Admissions Program which provides access to colleges and universities.

(10) Develops and conducts classes at the RRS on the School Recruiting Program.

(11) Manages the Educator/Center of Influence Tour Program which helps to improve school access and increases the use of the Armed Services Vocational Aptitude Battery in high schools.

(12) Manages the Take Charge Program which builds partnerships with schools and the education community.

(13) Develops and publishes guidelines for the School Recruiting Plan and the School Plan Matrix.

(14) Works with Rctg Bde and Rctg Bn ESS to maximize recruiter access to schools.

(15) Establishes contact with other governmental agencies in the development of job, occupational, and career information.

(16) Establishes and maintains a positive working relationship with other military recruiting services.

(17) Establishes and maintains linkage with Army Continuing Education System, HQDA.

(18) Manages Career Program 31 (Education) for HQ USAREC, Rctg Bde, and Rctg Bn ESS.

(19) Staff proponent for USAREC Regs 601-59, 601-81, 601-101, 621-1, and 621-2.

(20) Acquires and maintains current literature on School-to-Work, Home Study, and Tech Prep/Youth Apprenticeship Programs.

(21) Manages ESS standardization and evaluation of ESS functions.

(22) Develops and prepares training plans for Rctg Bde and Rctg Bn ESS.

(23) Makes inspection and staff assistance visits to Rctg Bdes and Rctg Bns.

ad. Health Services Division functions. Provides the command with subject matter expertise in executing all phases of AMEDD officer recruiting. The division is responsible for conducting accession selection boards for each specialty. It is segmented into four branches. Each is responsible for conducting selected accession board activities for their respective specialties. Board requirements are:

(1) Pre-board actions.

(a) Review applications for clerical accuracy and quality assurance issues related to education, licensure, and professional practice.

(b) Review credential documents for privileged health care providers.

(c) Calculate constructive service credit.

(d) Provide field recruiting force with critical feedback on quality of application preparation.

(e) Prepare applications for boarding.

(f) Manage and track data on applicants from receipt of application to accession.

(2) Board actions. Support administration of AMEDD officer accession and selection boards; brief each selection board concerning needs of

the Army, incentive programs, applicant eligibility, and demographics of the applicants being considered.

(3) Post-board actions.

(a) Award clinical area of concentration to selectees.

(b) Analyze and report post-board demographic selection profiles.

(c) Create a record for each selectee on TAPDB.

(d) Review the procurement policies and procedures; develop, recommend, and implement changes to improve the process.

ae. Army Nurse Corps (AN) Branch functions.

(1) Processes applications. Processes applications for AD and USAR programs in accordance with current regulations, directives, and policies. Programs include, but are not limited to: Direct accession for AD, USAR, and ARNG; nurse anesthesia programs (University of Texas - Houston, Uniformed Services University of Health Sciences (USUHS), and Health Professions Scholarship Program (HPSP)); AMEDD Enlisted Commissioning Program; Specialized Training Assistance Program (STRAP); Bonus; and Health Professions Loan Repayment (HPLR).

(2) Production management. Track and report field mission achievements.

(3) AD program management.

(a) Serve as subject matter expert on the AN for the recruiting field; provide information on each program and updates to the field as changes occur.

(b) Manage and track all new AN accessions from USAREC, ROTC, and the AMEDD Enlisted Commissioning Program to meet the budgeted end strength (BES) goal established by the DCSPER.

(c) Coordinate assignment of all new AN accessions with PERSCOM and generate a request for orders (RFO) for each officer on the Total Officer Personnel Management Information System (TOPMIS).

(d) Review TOPMIS record of each officer accessed for accuracy of personal and assignment information.

(e) Manage seat allocations at the AMEDD Officer Basic Course (OBC) for all new AN officers.

(4) USAR program management.

(a) Provide training to ARNG field recruiters regarding eligibility requirements, credentialing, and application preparation.

(b) Process STRAP incentive applications from soldiers currently assigned in the Selective Reserve (IMA, IRR, troop program unit).

(5) Plans and policy. Interpret, clarify, and recommend policy changes related to the recruiting and accession of nurses in the Army.

(6) Serves as liaison to internal and external agencies.

(a) Serve as subject matter expert on the AN for the recruiting field; provide information on each program and updates to the field as changes occur.

(b) Respond to requests for information by the Army Board for Correction of Military Records (ABCMR).

(c) Review, critique, and advise the Advertising and Public Affairs Directorate, Program Analysis and Evaluation Directorate, and RSB on the advertising and marketing programs and recruiting publicity items (RPI) related to nursing.

(d) Coordinate Reserve Component (RC) issues with PERSCOM, AR-PERSCOM, OCAR, USARC, National AMEDD Augmentation Detachment (NAAD), and ARNG, as applicable.

af. Medical Service Corps (MS) Branch functions.

(1) Processes applications. Processes applications for AD and USAR programs in accordance with current regulations, directives, and policies for specialties including, but not limited to: Pharmacy, Optometry, Podiatry, Microbiology, Parasitology, Immunology, Biochemistry, Clinical Laboratory, Research Psychology, Nuclear Medicine Science, Entomology, Audiology, Environmental Science, Sanitary Engineering, Social Work, and Clinical Psychology. Programs include, but are not limited to: Direct accession for AD, USAR, and ARNG; Clinical Psychology Internship Program; HPSP for Clinical Psychology; and HPSP for Optometry.

(2) Production management. Track and report field mission achievements.

(3) AD program management.

(a) Manage and track all new MS accessions from USAREC, ROTC, and the United States Military Academy, to meet the BES goal established by the DCSPER.

(b) Coordinate assignment of all new MS accessions with PERSCOM and generate an RFO for each officer on TOPMIS.

(c) Review TOPMIS record of each officer accessed for accuracy of personal and assignment information.

(d) Manage seat allocations at the AMEDD OBC for all new MS officers.

(4) USAR program management. Provide training to ARNG field recruiters regarding eligibility requirements, credentialing, and application preparation.

(5) Plans and policy. Interpret, clarify, and recommend policy changes related to the recruiting and accession of MS officers in the Army.

(6) Serve as liaison to internal and external agencies: USAREC, Rctg Bdes, AMEDD Dets, OTSG, Army Medical Department Center and School, MEDCOM, PERSCOM, ROTC, and the Office of the Chief of the Medical Service Corps.

(a) Serve as subject matter expert on the MS for the recruiting field; provide information on each program and updates to the field as

changes occur.

(b) Respond to requests for information by the ABCMR.

(c) Review, critique, and advise the Advertising and Public Affairs Directorate, Program Analysis and Evaluation Directorate, and RSB on the advertising and marketing programs and RPI related to MS specialties.

(d) Coordinate RC issues with PERSCOM, AR-PERSCOM, OCAR, USARC, NAAD, and ARNG, as applicable.

ag. Medical Corps (MC) Branch functions.

(1) Processes applications. Processes applications for AD and USAR programs in accordance with current regulations, directives, and policies. Programs include, but are not limited to: Direct accession for AD, USAR, and ARNG; MC HPSP; Financial Assistance Program (FAP); National Guard 00E67 Student Program; STRAP; Bonus Program; and Health Professions Loan Repayment Program.

(2) Production management. Track and report field mission achievements.

(3) F. Edward Herbert Armed Forces HPSP and USUHS management.

(a) Develop and formulate proposed policies, procedures, and regulations pertaining to the HPSP and USUHS.

(b) Manage the Army HPSP in Medicine, Dentistry, Optometry, Clinical and Counseling Psychology, and Veterinary Medicine.

(c) Responsible for the administration of applicant boarding, notification, and accession of qualified HPSP selectees.

(d) Process and access all Army interservice transfers for the HPSP and USUHS.

(e) Coordinate eligible HPSP obligators' applications for first-year graduate medical education.

(4) AD program management.

(a) Manage and track all new MC accessions and sustainment program participants (HPSP), to meet the BES goal established by the DCSPER.

(b) Coordinate assignment of all new MC accessions with PERSCOM and generate an RFO for each officer on TOPMIS.

(c) Review TOPMIS record of each officer accessed for accuracy of personal and assignment information.

(5) USAR program management.

(a) Provide training to ARNG field recruiters regarding eligibility requirements, credentialing, and application preparation.

(b) Process STRAP incentive applications from soldiers currently assigned in the Selective Reserve (IMA, IRR, troop program unit).

(c) Manage accessions and sustainment program participants (to include HPSP, FAP, Obligated-Specialized Training Assistance Program, and Bonus) with appropriate commands.

(6) Plans and policy. Interpret, clarify, and recommend policy changes related to the re-

recruiting and accession of MC officers in the Army.

(7) Serve as liaison to internal and external agencies.

(a) Serve as subject matter expert on the MC for the recruiting field; provide information on each program and updates to the field as changes occur.

(b) Respond to requests for information by the ABCMR.

(c) Review, critique, and advise the Advertising and Public Affairs Directorate, Program Analysis and Evaluation Directorate, and RSB on the advertising and marketing programs and RPI related to the MC.

(d) Coordinate RC issues with PERSCOM, AR-PERSCOM, OCAR, USARC, NAAD, and ARNG, as applicable.

(e) Provide input to the division chief on MC policy and strategic planning.

ah. Veterinary/Specialist/Dental Branch functions.

(1) Processes applications. Processes applications for AD and USAR programs in accordance with current regulations, directives, and policies for the following specialties, including, but not limited to: Veterinary Medicine, Physical Therapy, Occupational Therapy, Dietetics, Physician Assistants, and Dental. Programs include: Direct accession for AD, USAR, and ARNG; Dental and Veterinary Early Commissioning Programs; Advanced Education Program in General Dentistry; Dental and Veterinary HPSP; USAR incentive programs; FAP; U.S. Army Baylor University Graduate Program in Physical Therapy; U.S. Army Dietetic Internship; U.S. Army Occupational Therapy Fieldwork Experience; and Physician Assistant Training Program.

(2) Production management. Track and report field mission achievements.

(3) AD program management.

(a) Manage and track all new Veterinary Corps (VC), Army Medical Specialist Corps (AMSC), and Dental Corps (DC) accessions from USAREC and ROTC to meet the BES goal established by DCSPER.

(b) Coordinate assignment of all new VC, AMSC, and DC accessions with PERSCOM and generate an RFO for each officer on TOPMIS.

(c) Review TOPMIS record of each officer accessed for accuracy of personal and assignment information.

(d) Manage seat allocations at the AMEDD OBC for all new VC, AMSC, and DC officers.

(4) USAR program management. Provide training to ARNG field recruiters regarding eligibility requirements, credentialing, and application preparation.

(5) Plans and policy. Interpret, clarify, and recommend policy changes related to the recruiting and accession of VC, AMSC, and DC

officers in the Army.

(6) Serve as liaison to internal and external agencies: USAREC, Rctg Bdes, AMEDD Dets, OTSG, Army Medical Department Center and School, MEDCOM, PERSCOM, ROTC, and the Chief of the Veterinary, Specialist, and Dental Corps.

(a) Serve as subject matter expert on the VC, AMSC, and DC for the recruiting field; provide information on each program and updates to the field as changes occur.

(b) Respond to requests for information by the ABCMR.

(c) Review, critique, and advise the Advertising and Public Affairs Directorate, Program Analysis and Evaluation Directorate, and RSB on the advertising and marketing programs and RPI related to VC, AMSC, and DC specialties.

(d) Coordinate RC issues with PERSCOM, AR-PERSCOM, OCAR, USARC, NAAD, and ARNG, as applicable.

2-14. Program Analysis and Evaluation Directorate

a. Core competency. Advises the CG, headquarters staff, and subordinate organizations and activities on all aspects of USAREC program analysis and evaluation. Coordinates, conducts, and reviews research and studies of geodemographic factors affecting the recruiting market. Analyzes existing or proposed recruiting programs to determine their utility and effectiveness and makes recommendations for improvement.

b. Functions.

(1) Prepares USAREC strategy for RA, USAR, AMEDD, TWO, and WOFT missions. Develops mission policy and allocates missions to Rctg Bdes and provides recommended missioning allocation down to RS level quarterly. Maintains forecasting model to project productivity by Rctg Bn from historical trends.

(2) Conducts market research to support the recruiting mission and develops data requirements. Provides guidance, coordination, and supervision of the Recruiting Market Analysis Program. Develops procedural guides to facilitate efficient use of market data.

(3) Conducts operations research and rapid analyses and evaluation of recruiting resource allocation and policy issues. Analyzes accessions and develops policy concerning quality distribution issues. Maintains an accession data base to support analysis.

(4) Executes, supervises, and coordinates research and studies with a long-range focus on recruiting factors. Provides annual evaluation of attitudes, motivations, perceptions, and needs of target market and its influencers. Evaluates social, political, and economic factors affecting recruiting. Evaluates incentive programs. Also plans and coordinates CSAG.

(5) Identifies relevant variables, maintains models, and provides relevant scenarios and alternative courses of action.

(6) Develops and maintains recruiting market, geodemographic, mission, and accession data bases in accordance with directives and policies pertaining to automation management.

(7) Provides marketing and missioning training support to Rctg Bdes and the RRS.

(8) Manages the training and assignment of all operations research studies analysts (FA 49 officers and civilians) within the headquarters.

(9) Serves as career program manager for USAREC FA 49 and for career program 16 (engineers and scientists).

(10) See figure 2-4 for organizational chart of the Program Analysis and Evaluation Directorate.

c. Admin Section functions. Along with the common tasks listed in paragraph 1-7, also:

(1) Serves as trainer for the automated civilian time and attendance reports.

(2) Assists in collecting, sorting, and compiling surveys, reports, and studies.

d. Technical Support functions.

(1) Locates, obtains, and maintains census, demographic, and econometric data.

(2) Maintains a technical library of research, studies, evaluations, tests, reports, publications, and other documents that pertain to the USAREC mission.

(3) Develops, maintains, and executes the directorate automation plan.

(4) Identifies ADP requirements for data software and hardware.

(5) Coordinates assistance with divisions on automation programs and data base maintenance and serves as directorate action officer for the Command Integrated Management System (CIMS) Program.

(6) Establishes and maintains liaison with all military services, Department of Defense (DOD), and other governmental computer support agencies and data sources.

(7) Maintains state-of-the-art technology and theory that supports operations research and demographic studies.

(8) Reviews and coordinates all internally-generated directorate requirements for data processing support and forwards actions to ISA-USAREC. Also, provides functional review of those externally-generated automation requirements for which the directorate has functional responsibility.

(9) Coordinates external directorate training on automatic data processing equipment (ADPE) and provides in-house training on data systems and equipment available to the directorate.

(10) Develops directorate technical library automation plan and represents directorate on all library and documentation automation matters.

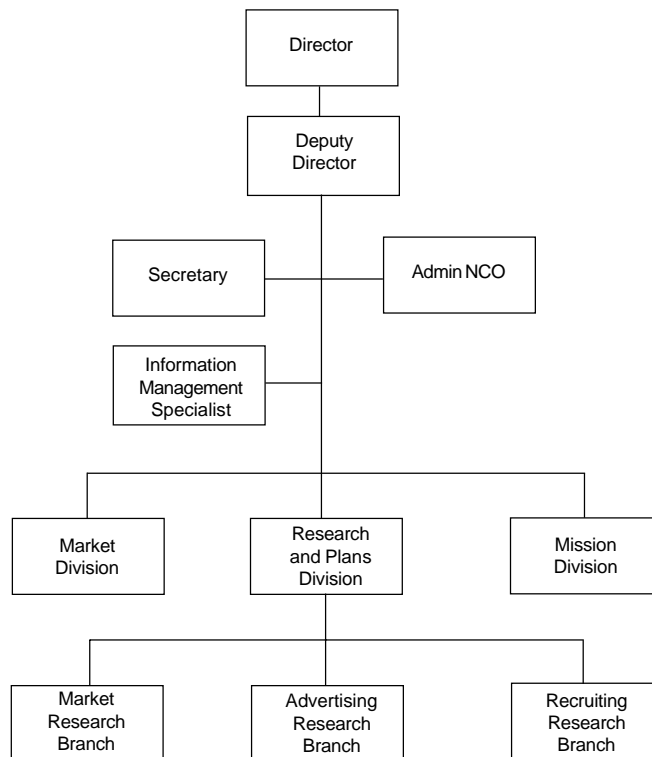


Figure 2-4. Program Analysis and Evaluation Directorate organizational chart

(11) Develops directorate input to the Command Budget Estimate.

(12) Provides contracting officer's representative (COR) as required.

(13) Provides directorate input to the USAREC Information Management Plan.

(14) Serves as directorate action officer for ARADS.

(15) Coordinates software support for the divisions.

(16) Coordinates, tracks, and processes all directorate maintenance requirements.

(17) Provides assistance and advice to divisions on compatibility, interface, and configuration of ADP devices.

(18) Provides TASO for the directorate.

(19) Serves as directorate administrator for the USAREC LAN.

(20) Coordinates directorate budget issues with the Resource Management Directorate.

(21) Maintains log on directorate travel and related expenses in relation to the planned fiscal year (FY) expenditures.

(22) Provides representative on the Information Management Advisory Working Group.

(23) Serves as site administrator for the directorate portion of the USAREC LAN and provides account management for directorate users on the directorate file server.

(24) Serves as site administrator for Symmetric Processing Architecture System on di-

rectorate segment of USAREC LAN.

(25) Monitors directorate use of mainframe systems and approves payments of usage to the Resource Management Directorate.

e. Market Division functions.

(1) Identifies gaps in knowledge of market factors and environmental forces through the strategic planning process; specifies requirements for future research and studies.

(2) Evaluates and monitors the development and execution of the Rctg Bde marketing plans and verifies Rctg Bde approved Recruiting Market Analysis (RMA).

(3) Coordinates command level resources actions affecting RA recruiting organizations and reorganization down to RS size and number of recruiters.

(4) Provides guidance, coordination, and overall supervision for recruiter productivity. Evaluates RS to determine ideal RS size.

(5) Conducts analyses of production data at the ZIP Code, county, area of dominant influence, and USAREC organization levels. Determines market penetration, share factors, and recruiting problems. Proposes management actions and resource allocations to increase penetration and share research requirement for marketing data.

(6) Develops and maintains RA and USAR data bases in support of the market analysis process.

(7) Translates market research and study results into useful information for Rctg Bdes and Rctg Bns. Conducts analyses for Rctg Bdes and Rctg Bns for estimating RA and USAR market potential of area to support new and reorganized units and unit relocations.

(8) Determines and distributes marketing data requirements for the command in a meaningful and understandable format.

(9) Represents the command at quarterly and annual Joint Marketing Analysis and Research Committee meetings. Prepares, coordinates, and publishes minutes of the USAREC Marketing Conference.

(10) Responsible for publications about marketing, terms, and definitions.

(11) Distributes monthly, by Service, ZIP Code and Market Share data.

(12) Coordinates actions on Military Entrance Processing Station boundaries.

(13) In coordination with the RS Bde, develops USAREC facilities forecast for the outyears. Reviews requirements, resource planning, and resource prioritization and allocation for fiscal programs.

(14) Assigns recruiting station identification codes.

(15) Writes programs to support the recruiting field.

(16) Conducts, produces, and distributes USAR national market analysis data every 2

years.

(17) Conducts market supportability studies to estimate USAR market potential of area to support new and reorganized units and unit relocations.

(18) Develops and coordinates USAREC's input to the OCAR Command Action Plan; serves as the USAREC point of contact for OCAR and FORSCOM.

(19) Provides input to the USAREC annual marketing data update.

(20) Reviews and validates the ARC program of instruction.

f. Mission Division functions.

(1) Mission the force.

(a) Analyzes market conditions, command requirements, and other factors.

(b) Develops and maintains models that forecast market performance and recruiting accomplishments.

(c) Missions the field force for RA, USAR, AMEDD, chaplain, and special missions such as band, TWO, and WOFT.

(d) Develops and implements annual contracting strategies.

(2) Requirements analysis.

(a) Forecasts resource requirements for future missions.

(b) Provides Program Objective Memorandum (POM) analysis and input related to mission requirements.

(c) Develops and maintains models that forecast resource requirements.

(3) Production support.

(a) Integrates short-term forecasting information into strategic production forecasts and analyses.

(b) Supports field force with training in use of tools and models appropriate for developing mission alternatives.

g. Research and Plans Division functions.

(1) Conducts in-house and contract studies of recruiting issues.

(2) Reviews and coordinates recruiting-related tests and experiments done by USAREC and other DA or DOD agencies.

(3) Provides technical guidance and assistance concerning statistical and operations research analysis.

(4) Analyzes current and proposed recruiting programs and systems to assess effectiveness and projected returns on investments.

(5) Continually evaluates long-term recruiting strategy; develops new and revised recruiting programs and provides analytical support.

(6) Develops and analyzes future concepts.

h. Market Research Branch functions.

(1) Plans, manages, and executes studies and surveys of Army prospect and influencer perceptions, attitudes, and opinions regarding enlistment, to include research design and questionnaire development.

(2) Conducts and supervises research into the relative efficacy of USAREC recruiting incentives.

(3) Evaluates competing incentives offered by other Services, other Government agencies,

and commercial sectors.

(4) Tracks the effect of social trends on the recruiting market and enlistment propensity.

(5) Coordinates USAREC strategic market planning and recruiting systems evaluation.

(6) Provides command level decision support on issues effecting commandwide recruiting system efficacy.

i. Advertising Research Branch functions.

(1) Conducts review and analysis of the Army Advertising Program to assess overall effectiveness and projected returns on investments.

(2) Analyzes accession data and trends to develop psychographic and demographic profiles of Army accessions to determine the effect of Army advertising.

(3) Analyzes commercially available data to identify trends in advertising efficiency and effectiveness. Develops measures of effectiveness for advertising resources.

(4) Presents findings of advertising effectiveness analysis and makes recommendations concerning future strategies based upon research results. Monitors research requirements necessary to maximize the operational effectiveness of Army advertising.

(5) Participates in strategy development for the Direct Response Program and other advertising strategy development meetings.

(6) Directs, monitors, and supervises advertising research conducted through the contract advertising agency. Included are focus group studies, surveys, copy testing, and campaign effectiveness evaluation. Conducts in-house focus groups and surveys.

(7) Coordinates advertising data collection relative to research efforts and joint projects involving other services. Develops the annual advertising research plan.

(8) Develops allocation formulas for selected advertising resources within the command, including local advertising funds, RSB assets, Total Army Involvement in Recruiting (TAIR) funds, and selection of spot markets.

(9) Evaluates market segmentation studies to fine-tune target audience definitions and identify specific advertising appeals for target audiences.

(10) Plans and coordinates CSAG.

(11) Plans and conducts in-house and contract studies on advertising issues.

(12) Reviews statements of work specifications, requests for approval of contractor support, experimental and test designs, and analysis and evaluation plan for USAREC and USAREC-sponsored advertising research and studies.

j. Recruiting Research Branch functions.

(1) Conducts, coordinates, and contracts research into the recruiting decision process.

(2) Analyzes DEP losses and opportunities attrition.

(3) Evaluates recruiter prospecting tools and techniques and identifies ways of increasing efficiency.

(4) Conducts and analyzes USAREC in-house surveys of applicants.

k. Regulation proponentcy for USAREC Reg 601-73 and USAREC Reg 601-87.

2-15. Personnel Directorate

a. Core competency. Forms and implements command policy and procedures for the effective management of the military work force; directs the implementation of established DA policies concerning military personnel systems; and directs the assignment of personnel within the command and maintains the command strength with qualified personnel. See figure 2-5 for organizational chart of the Personnel Directorate.

b. Functions.

(1) Supervises and coordinates policies governing the development and maintenance of an effective military work force within USAREC.

(2) Develops and maintains directorate input into command budget plans, command programs, and conceptual, contingency, and operational plans.

c. Officer Management Branch functions.

(1) Directs, supervises, and coordinates the strength management and assignments of all RA officer personnel.

(2) Coordinates, processes, and monitors officer internal assignment and reassignment actions (cost, low cost, and no cost), and extensions with the Joint and Staff Activities Branch and Colonel's Division at PERSCOM and Distribution Division and individual branch managers at PERSCOM and with HQ USAREC, Rctg Bdes, and Rctg Bns.

(3) Requisitions for all officer replacements for the headquarters and subordinate units based upon projected losses and reassignments. Monitors the requisitions to ensure they are validated and filled within cycle. Obtain by-name fill.

(4) Monitors officer replacements from the time they are identified until they report to USAREC.

(5) Makes recommendations on reassignment and diversion actions for officer personnel based on the impact that action may have on Rctg Bn and Rctg Bde strength posture.

(6) Obtains, analyzes, and provides officer quantitative and qualitative management information, to include the results of promotion and school selection boards. Dispatches the data to the Command Group and/or the field, as appropriate.

(7) Maintains an informational personnel file on each officer assigned.

(8) Obtains and processes nominations for nominative positions.

(9) Prepares reports and provides statistics on officer personnel as requested.

(10) Develops command personnel policies and procedures for officers.

(11) Processes officer relief actions.

(12) Manages all OER with Command Group interest at Rctg Bde and Rctg Bn levels.

(13) Provides policy and guidance on officer career development and progression.

(14) Processes requests and monitors quotas for the Combined Arms and Service Staff

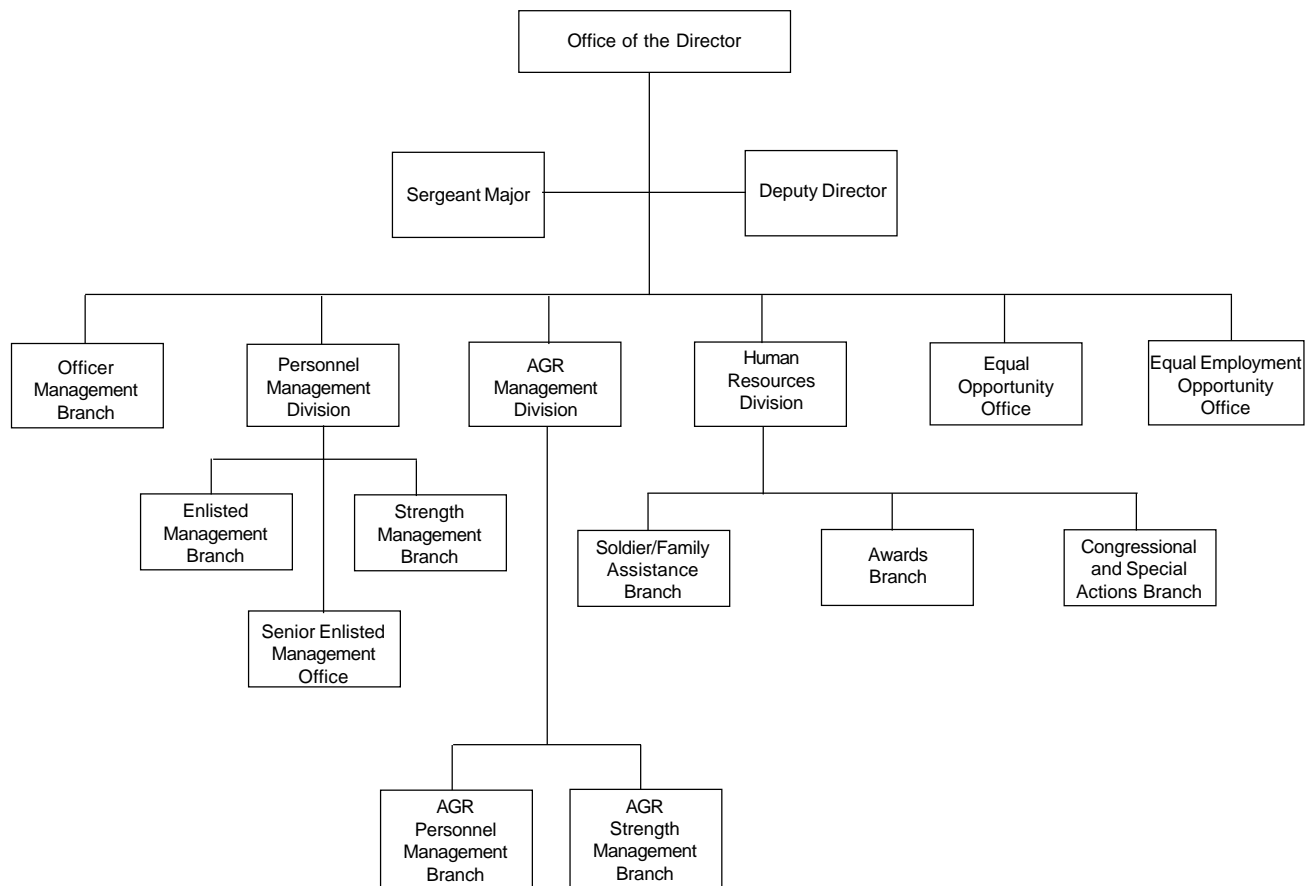


Figure 2-5. Personnel Directorate organizational chart

School.

(15) Processes and approves Rctg Bde recommendations for additional skill identifier 4T.

d. Personnel Management Division functions.

(1) Develops personnel policies and procedures for the recruiting and support force.

(2) Executes the new recruiter distribution priorities and provides professional development and career progression through reassignments.

(3) Coordinates recruiting force management with DA, PERSCOM, and TRADOC.

(4) Establishes command policies and procedures for recruiter and support personnel suspensions.

(5) Provides policy and processes reclassification actions.

(6) Provides LNCO at Fort Jackson, South Carolina, to interview and screen new recruiter candidates.

(7) Processes relief actions for ineffective, unqualified, or unsuitable RA recruiters.

(8) Develops enlisted promotion policies for the command.

(9) Manages the Recruit the Recruiter Team.

e. Enlisted Management Branch functions.

(1) Supervises the management of RA enlisted personnel assigned, attached, and/or under the operational control of the command.

(2) Command point of contact for compassionate reassignments.

(3) Develops selection and assignment criteria for Rctg Bde personnel.

(4) Supervises recruiter assignments.

(5) Provides professional development and career progression through reassignments.

(6) Coordinates recruiting force management with DA, PERSCOM, and TRADOC.

(7) Monitors and reports enlisted personnel promotions and processes individual personnel actions.

(8) Processes reclassification actions.

(9) Monitors individuals selected for the Advanced Noncommissioned officers' course and processes and obtains seats for the Basic Noncommissioned officers' course.

(10) Monitors and processes cadre recruiter rehabilitative assignments.

f. Strength Management Branch functions.

(1) Maintains the command's RA enlisted personnel strength.

(2) Supervises selection, scheduling, and assignment of recruiter candidates attending the ARC.

(3) Provides LNCO at Fort Jackson, South Carolina, and PERSCOM, Washington, DC, to interview and screen new recruiter candidates.

(4) Establishes and reviews strength reporting procedures.

(5) Collects, prepares, and distributes all assigned personnel strength data.

(6) Establishes recruiter assignment priorities based upon strength data.

(7) Determines yearly force manning and training requirements through tracking of ARC students and command strength data.

(8) Prepares and provides analysis of command strength.

(9) Processes all relief actions for ineffective, unqualified, and unsuitable RA recruiters.

(10) Processes TDY orders for all ARC candidates.

(11) Provides command sponsorship letters

to all recruiter candidates.

(12) Provides Rctg Bn level welcome packets at the RRS.

(13) Directorate point of contact for the enlisted portion of CIMS and ARADS.

(14) Writes and coordinates the personnel portion of the CIMS and ARADS user's manuals.

(15) Provides assistance to Rctg Bdes and Rctg Bns on CIMS and other automated systems (e.g., ARADS).

(16) Conducts instruction on recruiter assignments and recruiter reliefs at the ARC and RCC respectively.

g. Senior Enlisted Management Office functions.

(1) Serves as the centralized manager for senior NCO assignments and reassignments.

(2) Processes senior enlisted promotion lists and school lists.

(3) Processes senior enlisted NCOER.

h. AGR Management Division functions.

(1) Directs the personnel management of Active Guard Reserve (AGR) officer and enlisted personnel within USAREC.

(2) Develops and implements personnel policies and procedures for the AGR recruiting and support force.

(3) Develops and implements selection and attachment criteria for USAREC AGR personnel.

(4) Requisitions USAR officer personnel to fill vacancies and known losses to maintain appropriate levels of experience for the command and to provide for career progression.

(5) Coordinates policy and guidance on AGR officer career development and progression with the Full-Time Support Management Directorate (FTSMD).

(6) Initiates, tracks, and suspenses OER for all USAREC AGR officers. Tracks the AGR OER rating schemes receipted from Rctg Bdes and Rctg Bns.

(7) Coordinates AGR officer personnel management policies and procedures with DA, OCAR, and FTSMD.

(8) Tracks and reports AGR officer personnel promotions.

(9) Prepares command policies and procedures for AGR recruiter support personnel, reclassification actions, and officer suspensions.

(10) Prepares and tracks notification of AGR Officer Continuation Board results through command channels to the AGR officer.

(11) Monitors individuals selected for military schooling (DA civilian, Command and General Staff College, Advanced Noncommissioned officers' course, etc.).

(12) Processes AGR officer and enlisted relief actions.

(13) Processes USAR enlisted applications for attachment to AGR recruiting positions.

(14) Provides professional development and career progression through reattachments.

(15) Coordinates AGR enlisted personnel management policies and procedures with DA, OCAR, and FTSMD.

(16) Supports Rctg Bn hiring efforts when necessary.

(17) Tracks and reports AGR enlisted personnel promotions.

(18) Recommends policy and provides liaison team at FTSMD to expedite new recruiter candidate processing.

(19) Manages career management individual files on all AGR personnel (officers and enlisted).

i. Human Resources Division functions.

(1) Processes, researches, and resolves complaints addressed through Presidential, Congressional, and special interest inquiries pertaining to Army enlistment processing, eligibility, and DOD, DA, and USAREC doctrine and policies.

(2) Manages the command soldier and family assistance programs.

(3) Manages the command military awards and incentive awards programs.

(4) Manages the command's Alcohol and Drug Abuse Prevention and Control Program (ADAPCP).

(5) Manages the command Risk Reduction Program. Supervises the collection of data to determine high-risk units. Develops intervention plans for high-risk units based on command guidance. Develops long-range prevention strategies.

(6) Tracks, supervises, and develops policies and procedures for processing line of duty investigations for all command personnel.

j. Soldier/Family Assistance Branch functions.

(1) Implements the Total Army Family Program which seeks to improve the health, welfare, and morale of soldiers, civilian employees, and family members of the command.

(2) Coordinates medical care including TRICARE, Civilian Health and Medical Program of the Uniformed Services, TRICARE Active Duty Family Member Dental Plan, and direct care for AD soldiers serving away from military medical treatment facilities.

(3) Manages command participation in the Army Family Action Plan.

(4) Manages command nonappropriated funds.

(5) Manages the command Disaster Preparedness Plan operations to include mitigation, response, and recovery. Provides reports as needed to the Command Group and ODCSPER, HQDA.

(6) Proponent for volunteer management and

support, including Army Family Team Building Program. Manages the USAREC Volunteer Service Award Program.

(7) Manages and coordinates Army community service-type requirements and support to include Relocation Assistance Program; Exceptional Family Member Program; Army Emergency Relief; Consumer Affairs and Financial Assistance Program; Information, Referral, and Followup Program; and Family Advocacy. Acts as liaison between the command and the community and family support center.

k. Awards Branch functions.

(1) Executes the command Military Awards Program. Processes all recommendations for awards and decorations for USAREC personnel requiring approval by CG USAREC or HQDA.

(2) Ensures availability of an adequate supply of DA awards and incentive awards for use by the field force.

(3) Administers the command Incentive Awards Program for recruiters (Gold Badge, etc.).

(4) Monitors the Weight Control Program and the Leave and Pass Program.

l. Congressional and Special Actions Branch functions.

(1) Reviews, researches, and coordinates mission-related actions to obtain a resolution for enlistment problems identified through Presidential, Congressional, and other special interest correspondence. Prepares and dispatches replies to these inquiries addressing DOD, DA, and USAREC doctrine, and all aspects of enlistment programs and policies and procedures for enlistment and recruitment. Coordinates and monitors the completion of additional investigations required due to information surfaced through these inquiries.

(2) Processes letters of indebtedness and nonsupport of family members not resolved at subordinate echelons.

(3) Manages, supervises, and develops policies and procedures to ensure the command ADAPCP meets DOD and DA mandatory requirements. Provides training to lower echelons on specimen collection processing unique to this dispersed organization, prevention and educational aspects of the program, and regulatory requirements.

(4) Manages, supervises, and develops policies and procedures to process line of duty investigations for all Army recruiting personnel and support staff. Coordinates, prepares, and processes actions for decision by the final approving based on regulatory guidelines.

m. Equal Employment Opportunity (EEO) Office (civilian) functions.

(1) Serves as principle advisor to the CG

USAREC and other key management officials on the Federal EEO Program.

(2) Develops and coordinates policies, plans, directives, and regulations for the command administration and implementation of the EEO Program.

(3) Promotes understanding and provides command assistance and direction of the EEO Program; provides guidance to lower level activities and assistance to servicing activities. Monitors and assesses the EEO Program; conducts staff visits to servicing EEO offices to evaluate the quality of service.

(4) Coordinates implementation of the command EEO Affirmative Action Program Plan with local supporting plans.

(5) Makes staff visits to field installations and activities. Represents the command at DOD, DA, Federal agency, and community meetings pertaining to EEO.

(6) Administers commandwide special emphasis programs, including the Federal Women's Program, Hispanic Employment Program, Black Employment Program, Asian American/Pacific Islander Program, and American Indian/Alaskan Native Program.

(7) Monitors the complaint processing system in order to ensure compliance with regulatory requirements. Advises management on potential problems and discusses possible solutions and actions to be taken for resolution. Provides guidance in negotiating resolutions.

(8) Performs those functions and activities relating to the EEO Program which may not be redelegated or assigned elsewhere, such as, recommendations for command action on discrimination complaints and supplemental training of activity commanders on EEO.

n. EO Office (military) functions.

(1) Develops and coordinates plans, policies, directives, and regulations for the command EO Program.

(2) Guides and assists implementation of EO and conducts annual unit discussion leadership training, as appropriate.

(3) Ensures affirmative action plans and basic regulations are published, reviewed, and updated.

(4) Conducts assessment visits to subordinate units to assess EO climate.

(5) Reviews EO complaints and problem situations and advises those concerned.

(6) Conducts USAREC EO representative course.

(7) Maintains liaison with other MACOM, DA, and installation agencies on EO matters as required.

(8) Conducts briefings and training upon request for staff, soldiers, and family members.

2-16. Resource Management Directorate

a. Core competency. Collects, validates, and documents command funding and manpower requirements and monitors program resources and program execution. To lead USAREC's Resource Management into the 21st Century and beyond.

b. Functions.

(1) Determines requirements and obtains resources from HQDA and is the appropriation director for the following appropriations:

(a) Operations and Maintenance, Army (OMA).

(b) Operations and Maintenance, Army Reserve (OMAR).

(c) Other Procurement, Army.

(d) Base Realignment and Closure (BRAC) funds.

(e) Family Advocacy Program funds.

(f) Relocation Assistance Program.

(2) Prepares impact statements on increases and decreases in budget, POM, and authorizations.

(3) Manages career programs 11 and 26 by functions.

(4) Analyzes program accomplishment and resource availability.

(5) Develops input to HQDA programming system.

(6) Provides organizational and cost analysis studies.

(7) Implements long-range restructuring for Rctg Bns and above.

(8) See figure 2-6 for Resource Management Directorate organizational chart.

c. Administrative Support Office functions. Provides administrative support to the director and the divisions. Functions may include, but are not limited to the following administrative support duties:

(1) Prepares correspondence, reports, and other documents.

(2) Schedules meetings, appointments, and conferences in accordance with instructions from the director.

(3) Receives visitors and telephone calls.

(4) Makes travel arrangements.

(5) Provides advice and guidance to the directorate staff on clerical and administrative matters.

d. Staff Finance and Management Accounting Office functions.

(1) Advises the director; interprets financial policy relating to military and civilian pay allowances with special emphasis on variable housing allowances, recruiter expense allowance, TDY, special duty assignment pay, and civilian pay entitlements.

(2) Maintains liaison with all HQ USAREC activities, Rctg Bdes, Rctg Bns, RSB, RS Bde,

and all supporting defense accounting offices. Provides expert advice and problem-solving solutions.

(3) Responsible for monitoring, controlling, and revising financial programs and regulations within the command. The Finance Office is responsible for the following publications:

(a) USAREC Reg 37-12.

(b) USAREC Reg 37-14.

(c) USAREC Reg 37-16.

(d) USAREC Suppl 1 to AR 600-200.

(4) Serves as the accounting managerial officer for the command. Forms policy, directs procedures, and monitors the cost accounting activities of USAREC.

(5) Identifies and documents fund control responsibility (in accordance with DFAS-IN Reg 37-1) for those creating and processing financial transactions; emphasizes fund control responsibilities of HQ USAREC directorates and special staff sections, Rctg Bns, Rctg Bdes, and the RS Bde.

(6) Reviews GAO, DOD-IG, DA staff, USAAA, USAREC IG, and other audit and inspection reports relating to financial services administration.

(7) Monitors actions being taken to resolve problem areas and correct deficiencies identified both internally and by HQDA.

(8) Reviews and analyzes accounting conformance with command budget policy and instructions. With the command budget office, recommends intensified management procedures to tighten control of available financial resources.

(9) Liaison and primary point of contact for USAREC reports reconciliation personnel at the Defense Finance and Accounting Service, Indianapolis, Indiana; and HQDA.

(10) Responsible for the command data base commitment accounting system instructions.

(11) American Express (Government travel card) manager for the command.

(12) Army charge card (Visa) program manager (used for payment of supplies, services, and equipment).

e. Command Budget Division functions.

(1) Serves as the financial manager for the command.

(2) Budgets and distributes funds allocated for the operation of the command.

(3) Executes the USAREC-approved operating budget.

f. Budget Teams functions.

(1) Responsible for the development and execution of the USAREC Obligation Plan, Command Budget Execution, Resource Management Update, Budget Execution Reviews, and other budget actions.

(2) Responsible for the allotment of funds and/or funds distribution and control.

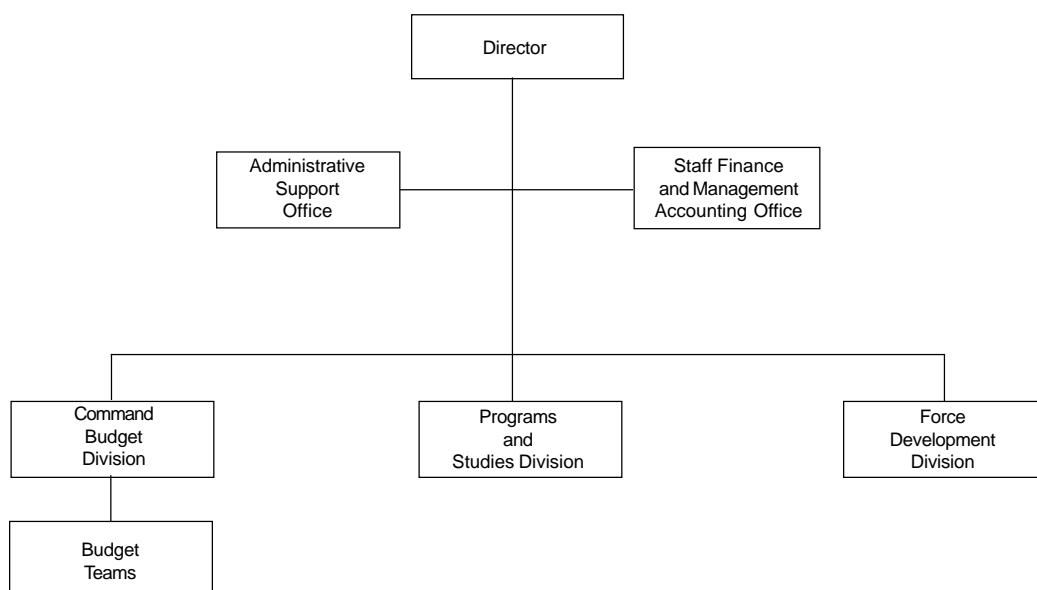


Figure 2-6. Resource Management Directorate organizational chart

(3) Administers the budget modeling system for HQ USAREC.

(4) Accounts for the receipt, control, and issuance of fund authorization documents for all funds controlled by USAREC.

(5) Reviews actual and planned use of funds to ensure continuing balance. Advises staff offices and Command Group of trends and imbalances; recommends reprogramming.

(6) Represents the command to HQDA on all funding issues, providing justifications for unfinanced requirements and other suspenses placed on USAREC by HQDA.

(7) Administers the USAREC advertising and mission budgets to include:

- (a) Formulation of budget and cost estimates.
- (b) Review and evaluation of budget requests.
- (c) Preparation of impact statements reflecting increases and decreases.
- (8) Action office for USAREC Reg 11-1.
- g. Headquarters Budget functions.

(1) Classifies and records all transactions, assuring that control over the availability and use of funds are adequate and exercised in accordance with DFAS-IN Reg 37-1. Submits reports on the status of funds and programs.

(2) Assures fund ceilings, obligations, and related transactions are established at account

levels that will permit development of summary level data necessary to measure progress, identify trends, and provide data necessary for analysis and to meet reporting requirements to higher headquarters.

(3) Makes the required and prescribed reconciliations and verifications of accounting data.

(4) Executes the headquarters approved operating budget for headquarters, directorates, and staff elements. Ensures timely and accurate recording of financial data.

(5) Controls funds to ensure that amounts established as “floors” are fully financed and used for the headquarters, directorates, and staff elements.

(6) Reviews obligations and expense trends to identify where budget activity ceilings have been exceeded and reports problems as appropriate.

(7) Custodian of the Secretary of the Army Contingency Funds (AR 37-47) (.0012) provided to USAREC.

(8) Serves as the budget director for the Information Management Directorate. Programs, manages, and distributes automation funds.

h. Programs and Studies Division functions.
(1) Responsible for overall coordination, assistance, and input during POM cycles.

(2) Prepares, presents, and justifies the

USAREC POM to TRADOC and HQDA.

(3) Develops, analyzes, and validates outyear requirements for both OMA and OMAR to include the research of new programs.

(4) Maintains HQDA and USAREC models for both OMA and OMAR. Provides perpetual recalibration to the budget models.

(5) Proponent for all activities of the Program Budget Accounting Committee and the Working Program Budget Accounting Committee.

(6) Validates USAREC manpower input into DA programming and planning systems (Program Development Increment Package, POM, Five-Year Defense Program, etc.).

(7) Identifies USAREC resource requirements in budget outyears and includes them in programming documents.

(8) Develops and manages the overall budget (for the POM years) and funding policies and objectives of USAREC, to include requirements for budget systems, procedures, and reports (i.e., Military Personnel Resources Report and the “Big 10”).

i. Force Development Division functions.

(1) Manages the command's manpower program; develops, recommends, and supervises the allocation, control, and accountability for USAREC manpower resources from the FY program and budget guidance.

(2) Maintains USAREC personnel, equipment, and mobilization TDA.

(3) Programs allocation of manpower authorizations (with the Program Analysis and Evaluation Directorate) for all command activities; maintains accountability of authorized resources to reflect strength, grade structure, and MOS distribution.

(4) Responsible for the Army Management Headquarters Activities authorizations in accordance with AR 570-4 and DA Pam 570-4.

(5) Inputs USAREC manpower data into The Army Authorization Documents System Redesign, Force Accounting System, the Unit Identification System, and similar manpower management programs.

(6) Develops standard manpower staffing yardsticks. Develops and updates staffing criteria for USAREC activities including Rctg Bde and Rctg Bn staffing guides.

(7) Determines force structure and equipment impact of current operations, mobilization and contingency plans, staff studies, and other plans for mission and realignment.

(8) Processes all requests for authorization of DA-controlled equipment in accordance with AR 71-32 and documentation.

(9) Conducts manpower analysis reviews and studies; evaluates manpower use and prepares recommendations.

(10) Performs functional reviews throughout USAREC as necessary.

(11) Provides management analysis study services within the command to improve operations.

(12) Reviews and validates programming alterations and organization and reorganization proposals.

(13) Develops and analyzes organizational structures. Reviews subordinate structures and functional directives.

(14) Proponent office for implementing AR 5-4.

(15) Provides implementing instructions and integration plans for restructuring activities that involve Rctg Bn and above or restructuring that involves more than one Rctg Bn. Also provides AR 5-10 documentation for restructuring activities.

(16) USAREC proponent office for the Command Conference Program as outlined in USAREC Reg 37-14.

(17) Responsible for the Commercial Activities (CA) Program under AR 5-20.

(18) Action office for the Army Ideas for Excellence Program under AR 5-17; establishes policy; directs and promotes a commandwide program; and processes suggestions and awards requiring HQ USAREC or higher attention.

(19) Command career program manager for Manpower and Force Management programs.

(20) Implements BRAC decisions for closures and realignments that affect USAREC elements. Actions may include, but are not limited to planning, cost estimation, building design, execution of relocation, and coordination of DA requirements.

(21) Identifies, develops, and coordinates BRAC-related facilities design requirements within HQ USAREC, affected installations, DA BRAC, COE, 7th Signal, and other agencies as required. Act as the commander's agent in coordination with Corps of Engineers (CE), installation directorates of public works, and HQDA on BRAC-related actions.

(22) Develops and tracks BRAC funds obligation plans. Reports and coordinates deviations and requirement changes with HQDA BRAC.

(23) Provides redesign alternatives and costs associated with changes on USAREC buildings located on Fort Knox.

(24) Monitors BRAC and Fort Knox USAREC units construction and renovation projects to ensure time lines and requirements are met.

(25) Provides engineering support for preventive maintenance for the headquarters building. Submits work orders for maintenance problems with USAREC buildings located on Fort Knox (buildings 1307, 6580, 6579, 206, 207, 6607, and 486b).

(26) Reviews and evaluates proposed changes to this regulation and initiates appropriate publications revision.

(27) Manages the Army Management Control Program for USAREC (AR 11-2 and USAREC Cir 11-1).

(28) USAREC proponent office for the HQ USAREC Review and Analysis Program under USAREC Memo 11-1.

(29) Conducts cost and economic analysis studies pertaining to activation, operation, inactivation, and reorganization of USAREC.

(30) Action office for the following publications:

(a) USAREC Memo 11-1.

(b) USAREC Suppl 1 to AR 5-17.

(c) USAREC Suppl 1 to AR 310-49.

(d) USAREC Reg 10-1.

(e) USAREC Reg 37-14, chapter 3.

(f) USAREC Reg 570-1.

(g) USAREC Cir 11-1.

2-17. Advertising and Public Affairs Directorate

a. Core competency. Creates and executes advertising and public affairs programs to support personnel procurement objectives for: RA and USAR enlisted service, including special-

ized program requirements such as Special Forces, Army Band, and AMEDD recruiting. Provides marketing communications support to other commissioned officer, professional specialty recruiting programs to include the Judge Advocate General's Corps (JAGC), Chaplain Corps, and WO. Responsibility also extends to support of the RA reenlistment program.

b. Functions.

(1) Develops and executes an annual advertising and public affairs plan.

(2) Coordinates communications planning and execution with research and recruiting program proponents.

(3) Develops budgets to support national and local advertising and promotional programs.

(4) Specifies requirements for production and delivery of supporting services by the contract advertising agency.

(5) Monitors and reviews activities of the contract advertising agency.

(6) Acts as the COR for all procurements under the national advertising contract.

(7) Oversees actions of the advertising agency to plan and execute the most efficient schedule for advertising production and procurement of media space.

(8) Develops and executes promotional strategies, employing the services of the advertising agency and Army assets through the TAIR Program.

(9) Serves as point of contact and releasing authority for news media representatives.

(10) Liaison between HQ USAREC and ODCSPER Marketing and Advertising Division and the DA Advertising Policy Council.

(11) Liaison between HQ USAREC and the Office of the Chief of Public Affairs, DA.

(12) Serves as Public Affairs Officer for HQ USAREC.

(13) Publishes the Recruiter Journal and other printed material in support of the recruiting effort and internal information program.

(14) Provides technical guidance for advertising, promotional, and public affairs programs at Rctg Bdes and Rctg Bns.

(15) Provides direction to the RSB for design, production, scheduling, and deployment of exhibits and promotional assets.

(16) Participates in the Joint Recruiting Advertising Advisory Committee.

(17) Coordinates marketing communications planning and execution with the Recruiting Operations Directorate and the Program Analysis and Evaluation Directorate.

(18) See figure 2-7 for organizational chart of the Advertising and Public Affairs Directorate.

c. Program Management Division functions.

(1) Maintains financial records and controls

expenditures related to USAREC Marketing Communications Program.

(2) Following USAREC staff coordination, interfaces with the Defense Supply Service-Washington and the Fort Knox Directorate of Contracting on all matters involving the national advertising contract.

(3) Administers the advertising contract to include:

(a) Price analysis and evaluation of proposals.

(b) Preparing and approving purchase requests.

(c) Processing and approving invoices for payment.

(d) Providing analysis of advertising contract performance.

(4) Administers the USAREC marketing communications programs to include:

(a) Formulation of program cost estimates.

(b) Review and evaluation of project requests.

(c) Preparation of impact statements reflecting increases and decreases.

(5) Conducts technical evaluations of agency proposals for labor, travel, shipping, and subcontracting costs in compliance with the terms and conditions set forth in the contract.

(6) Coordinates advertising and public affairs

automation requirements for hardware, software, and systems with the Information Management Directorate.

(7) Conducts management analysis studies and surveys as determined by the director.

(8) Serves as proponent for USAREC Reg 5-3.

d. Production Control Division functions.

(1) Manages the development and quality of advertising and public affairs materials for the RA, USAR, and AMEDD recruiting advertising programs.

(2) Manages the development, execution, and evaluation of special advertising programs for DA bands, the Chaplain Corps, JAGC, and RA reenlistment.

(3) Manages the procurement and quality control of all advertising and public affairs recruiting materials printed through servicing Government Printing Offices.

(4) Advises the director on all matters related to USAR advertising.

(5) Schedules and coordinates photographic missions with RA installations and USAR units.

(6) Coordinates subcontracted advertising research (e.g., advertising effectiveness, target market segmentation, and attitude tracking), direct response research, and data collection efforts with the Program Analysis and Evalu-

ation Directorate.

(7) Schedules, manages, and directs the work of the Print Production Section.

e. Print Branch functions.

(1) Manages the procurement and quality control of all advertising and public affairs printing through the Government Printing Office to include: RPI, promotional and convention program campaign materials, and printing and letter shopping of direct mail materials.

(2) Coordinates with regional printing and procurement offices on contractor compliance with printing, packing, and distribution requirements.

(3) Provides guidance to field elements on local print actions.

(4) Develops distribution plans, order quantities, and reorder points for a variety of printed materials.

(5) Coordinates with RS Bde on the operation of the RPI warehouse and distribution system.

(6) Manages specialized distribution programs as required.

(7) Serves as proponent for USAREC Reg 360-2.

f. Nonprior Service Branch functions.

(1) Manages the production and quality control of NPS and PS broadcast and printed advertising and public affairs materials. This in-

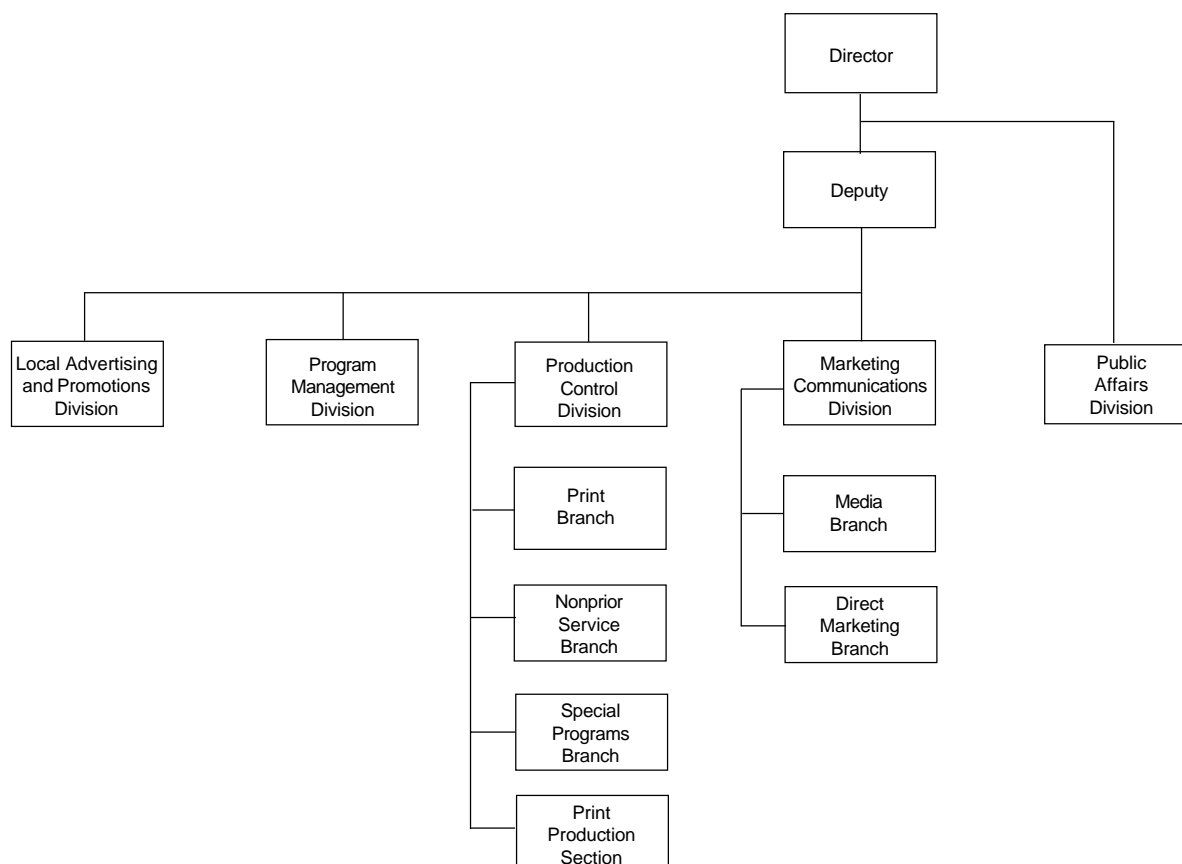


Figure 2-7. Advertising and Public Affairs organizational chart

cludes creative review, testing and approval, production management, supervision of location photography, and final review and approval for media release.

(2) Provides specific guidance to the contract advertising agency, ensures proof of performance, evaluates agency performance, and provides cost analysis data on agency bids and contracts.

(3) Develops educator and influencer advertising and promotional materials.

(4) Manages Poster Program.

(5) Develops public service announcement broadcast productions.

g. Special Programs Branch functions.

(1) Develops and executes advertising and public affairs campaigns for AMEDD and special personnel procurement programs; DA bands, Chaplain Corps, Office of the JAGC, and RA reenlistment. Includes campaign strategy development through research and coordination.

(2) Manages the production and quality control of RA and USAR advertising and public affairs materials for above programs. Includes creative review, testing and approval, production management, supervision of location photography, and final review and approval for media release.

(3) Evaluates agency performance and provides cost analysis data on agency bids and contracts.

(4) Conducts strategy review and staffing of promotional campaign and direct marketing materials produced by other divisions within the directorate.

(5) Responsible for USAR advertising program planning and execution.

(6) Oversees the USAR advertising and public affairs activities pertaining to direct response, radio, television, magazine, newspaper, collateral material, and publicity.

h. Print Production Section functions.

(1) Writes copy and creates and designs layouts for RPI updates and other short suspense advertising products.

(2) Provides photographic services to support assigned recruiting advertising projects.

(3) Updates and maintains Production Control Division photo library.

i. Marketing Communications Division functions.

(1) Develops national media strategies, objectives, plans, and guidelines in support of USAREC advertising programs.

(2) Conducts technical evaluation of media proposals in respect to rates, discounts, and compliance with guidance.

(3) Monitors and directs media placement including print, broadcast, and direct response.

(4) Reviews media portions of Rctg Bde budget submissions.

(5) Manages direct response and promotional programs.

(6) Manages the commands Internet Web Site for marketing communications purposes. Works in conjunction with the Information Management Directorate Web Master and the contract advertising agency for developing new Web materials and posting them on the Internet.

(7) Serves as proponent for USAREC Reg 601-51 and USAREC/FORSCOM Reg 601-67.

j. Media Branch functions.

(1) Manages the planning and execution of national advertising media plans.

(2) Researches media delivery trend data to optimize audience effective reach and frequency.

(3) Conducts technical evaluations of national media proposals.

k. Direct Marketing Branch functions.

(1) Manages the direct marketing advertising program.

(2) Reviews and evaluates advertising agency direct response proposals.

(3) Serves as USAREC proponent for the Lead Evaluation and Distribution System in all matters involving design, contracting, and performance by the contractor.

(4) Responds to requests for printed materials and related correspondence from the general public that cannot be handled by the Lead Evaluation and Distribution System.

(5) Oversees all matters involving the 1-800-USA-ARMY telephone system.

(6) Serves on the directorate postal council.

l. Local Advertising and Promotions Division functions.

(1) Advisor to field units on advertising production procedures.

(2) Reviews and approves local advertising projects, both broadcast and print.

(3) Manages promotional programs (e.g., Scholar/Athlete).

(4) Oversees the Local Advertising Management Program.

(5) Oversees execution of promotional programs (e.g., Spirit of Nursing).

(6) Establishes policy and procedures for the TAIR Program and centers of influence related activities and functions.

(7) Coordinates the use of national TAIR assets such as the Golden Knights.

(8) Serves as proponent for USAREC Regs 1-18, 600-31, 600-32, 600-33, 600-34, and 601-85.

m. Public Affairs Division functions.

(1) Prepares and staffs news and feature material for release to various communications media.

(2) Serves as point of contact for news media representatives, and upon approval, is the releasing authority for the headquarters.

(3) Provides guidance on prepared news releases, feature materials, and media inquiries.

(4) Implements DA directives and instructions.

(5) Provides staff supervision and technical guidance for the public information, community relations, and command information programs at Rctg Bde and Rctg Bn levels.

(6) Publishes the Recruiter Journal, A&PA News Notes, and other printed material.

(7) Conducts and monitors the Army Hometown News Release Program.

(8) Prepares speeches and briefings for the CG, DCG, and the CofS, as required.

(9) Provides liaison between HQ USAREC and the Office of the Chief of Public Affairs, DA.

(10) Acts as point of contact with the public affairs officer of Fort Knox and other tenant units at Fort Knox.

(11) Serves as proponent for USAREC Reg 360-12 and USAREC Suppls 1 to AR 360-5, AR 360-61, and AR 360-81.

2-18. Deputy Chief of Staff for Logistics (see para 3-3)

a. Core competency. Provides centralized logistical support and oversight of decentralized logistics activities for USAREC and serves as the command and control headquarters for:

(1) RSB.

(2) United States Army Parachute Team (USAPT) (known as Golden Knights).

(3) United States Army Marksmanship Unit (USAMU).

(4) Special Operations Recruiting Company (SORC).

(5) Logistics Support Center (LSC).

(6) Command safety.

(7) Command security.

(8) Command engineer.

b. Functions.

(1) Dual function as Commander, RS Bde and Deputy Chief of Staff for Logistics, HQ USAREC.

(2) Proponent for USAREC logistics plans and policy.

(3) Advises the CG USAREC on logistics plans and policy.

(4) Manages logistical activities and policy for the command. Advisor on all logistical aspects of supply, transportation, real estate, equipment, facilities management, acquisition, and procurement (except national advertising and ADPE).

Chapter 3

USAREC Support

3-1. ISA-USAREC

a. Core competency. Provide information management in support of USAREC, including automation, telecommunications, records management, and visual information (VI).

b. Mission. Plans, develops goals, and directs implementing strategy for USAREC automated systems. Organizes the development, implementation, operation, and maintenance of USAREC systems. Develops the information requirements and supporting information architecture for USAREC. Controls the acquisition and allocation of information mission area (IMA) resources. Provides all IMA support. Coordinates automation efforts within HQ USAREC and subordinate commands, and with higher headquarters (PERSCOM). Initiates policy and provides guidance concerning all facets of the IMA, which encompasses all disciplines of telecommunications, automation (to include office automation), VI, records management, and publishing and printing. Overall responsibility over Rctg Bde information management offices (IMO).

c. Functions.

(1) Automation.

(a) Obtain customer requirements, analyze, and recommend appropriate automation solu-

tions.

(b) Submit and/or review requests for automation acquisitions.

(c) Development, maintenance, and production for all legacy automated systems supporting USAREC.

(d) Plan for replacement of automated systems.

(e) Provide mainframe support.

(f) Provide programming support on a prioritized basis.

(g) USAREC technical liaison at DOD and HQDA architecture planning conferences and in-process reviews.

(h) Initiate actions to acquire and dispose of IMA equipment to include reutilization program.

(i) Initiate and monitor contractual IMA services.

(2) Telecommunications.

(a) Obtain customer requirements, analyze, and recommend appropriate telecommunications solutions.

(b) Coordinate and request telephone or circuit connections and terminations.

(c) Plan for use of cellular telephones, credit cards, 1-800 services, conference calls, facsimiles, modems, beepers, and telephone answering devices.

(d) Procure, install, and maintain multiple LAN

across the command. Provide oversight, installation, and maintenance for recruiting services wide area network.

(e) Perform COR or PM responsibilities on telecommunications and/or automated systems from LAN to ARADS to JOIN.

(f) Provide budget programming, installation, administration, and management of electronic mail commandwide.

(3) Records management.

(a) Coordinate and provides guidance on the Modern Army Recordkeeping System and correspondence actions.

(b) Coordinate and respond to Freedom of Information Act requests.

(c) Coordinate for and provide guidance on Privacy Act actions.

(d) Coordinate for and provide official mail and distribution.

(e) Coordinate for and provide guidance on the telephone communications center and automatic digital network issues.

(f) Coordinate and authorize administrative orders.

(4) VI.

(a) Coordinate requirements definition for projected or nonprojected briefing systems, high-cost visual production systems, photography, and other regulated systems.

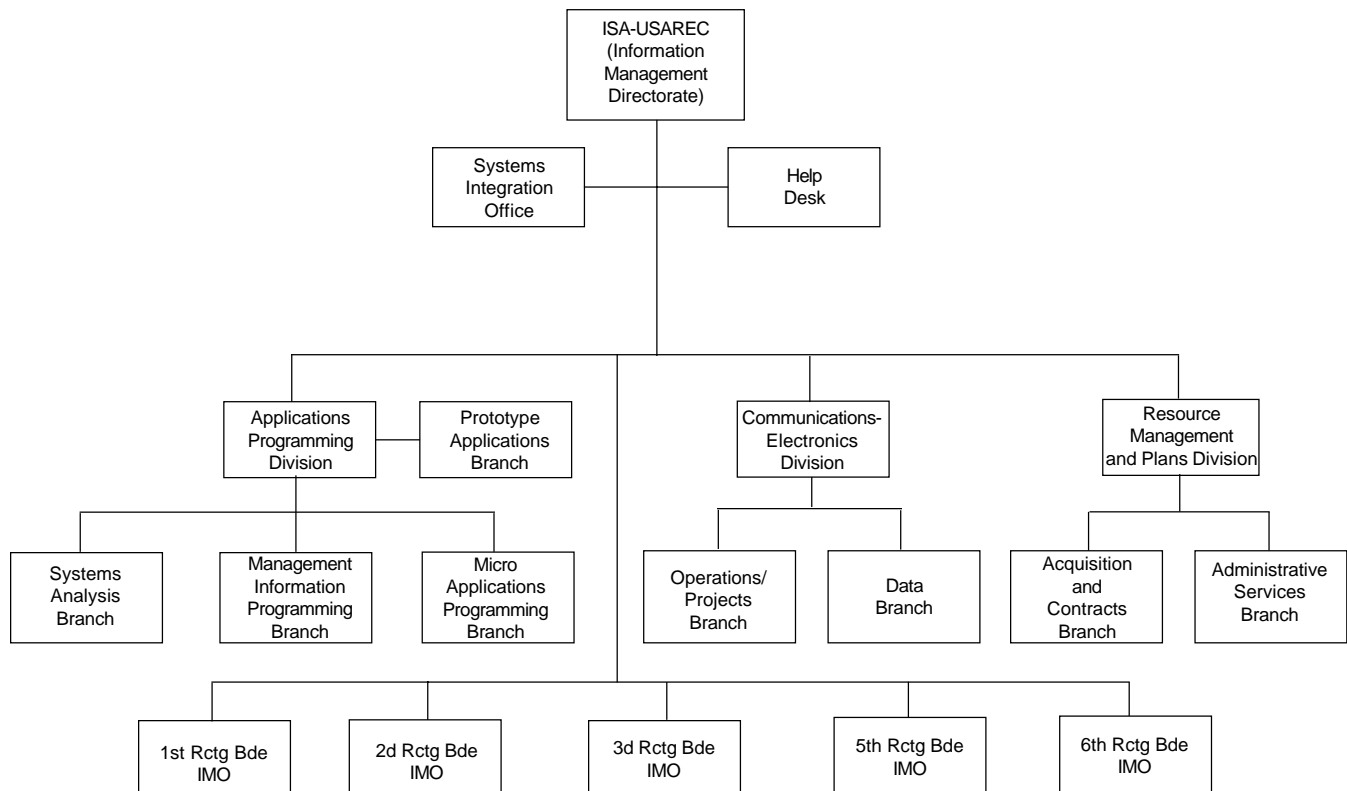


Figure 3-1. ISA-USAREC organizational chart

(b) Coordinate, research, recommend, and approve all VI requirements for USAREC.

(c) Maintain the Audiovisual Management Information System account.

(5) Printing and publications.

(a) Coordinate for and provide reproduction and printing capability.

(b) Coordinate for and obtain copier support.

(c) Receive, review, and process all requests for USAREC blank forms.

(d) Receive, review, and process all USAREC publications.

(e) Publish the HQ USAREC Personnel Roster, Roster of Activity Commanders, and the HQ USAREC Staff Directory.

(f) Process requests for business cards.

(6) See figure 3-1 for ISA-USAREC organizational chart.

NOTE: Information Management Directorate is formally ISA-USAREC.

d. Resource Management and Plans Division.

(1) Develops the integrated architectures, configurations, policies, plans, programs, budgets, supplies, and acquisitions that support information management.

(2) Responsible for four disciplines of the IMA: Office automation, records management, visual systems, and publishing and printing.

(3) Develops and maintains information management goals and objectives.

(4) Develops information management requirements and validates them.

(5) Develops, maintains, and integrates information technical configuration.

(6) Interprets, develops, and promulgates information management policies, standards, and procedures.

(7) Ensures compliance with existing information management policies, standards, and guidance.

(8) Recommends information management priorities.

(9) Develops, recommends, and executes information management fiscal and manpower plans, programs, and budgets.

(10) Reviews, analyzes, and evaluates all information management resource requirements and recommends reallocation as appropriate.

(11) Serves as the focal point for configuration management to include basis of issue for both computer hardware and software.

(12) Develops and executes logistics plans in the area of maintenance, supply, and acquisitions in support of information management.

(13) Responsible for administrative services which includes the following areas: Records management, Freedom of Information Act, Privacy Act, mail system management, forms and

publications management, printing and duplicating control, office copier management, and management information control.

(14) Responsible for concept, design, and execution of VI support in command conference rooms.

e. Communications-Electronics Division.

(1) Plans for equipment and services including voice, data, cellular telephones, credit cards, and special-managed items such as 800 services, conferences, facsimiles, and telephone answering devices.

(2) Life-cycle management of communication equipment.

(3) Evaluates new technology, equipment, services, and features.

(4) Fully participates in the acquisition process, from development of the technical specifications, to review of proposal. Provides life-cycle management after contract award.

(5) Provides command overview of ordering for all lines, equipment, and maintenance support.

(6) Programming for budget purposes, including changes in mission and systems, as well as tracking communication expenditures and projecting requirements.

(7) Evaluation and establishment of standard communications hardware and software.

(8) Formulation of communication and security policies.

(9) Inspections and assistance support in the broad areas of communications and ADP security.

(10) Evaluates, monitors, and administers the Army ADP Security Program. Develops ADP security policies for USAREC.

(11) Administers the accreditation process on all ADPE across the command.

(12) Provides hot line and technical support for the modular telephone systems, LAN, wide area network, and electronic mail.

(13) Training support for telecommunication control officers, Rctg Bn commanders, and XO.

(14) Performs COR functions on contracts awarded in the communications arena.

(15) Provides technical support, including review of proposals and costs for contractor and provides communication services such as those provided under ARADS.

(16) Provides centralized communication problem resolution and tracking to include notification or management.

(17) Responsible for conduct of annual review and revitalization of all communication services.

(18) Competitive acquisition of long distance service from primary interchange carriers and GSA.

(19) Manages user registration for ARADS, ARC3S, and HQDA Decision Support System.

(20) Serves as command electronic mail system manager.

(21) Provides management and oversight of the Recruiting Services Network.

(22) Manages and administers multiple LAN throughout the command.

(23) Provides the communications infrastructure for ARADS.

f. Applications Programming Division.

(1) Responsible for development and maintenance of all automated systems supporting the information management requirements for USAREC comprising ARC3S.

(2) Performs all production support functions for the ARC3S production system. Coordinates production requirements with customers and Defense Information Systems Agency operations personnel.

(3) Resolves production problems to ensure mission critical reports are available to the command for the next working day. Provides around the clock on call service to respond to urgent requirements or resolve production problems for ARC3S.

(4) Manages production files and data bases. Coordinates with other DOD and DA agencies providing critical feeder data.

(5) Manages the automation aspect of major USAREC projects involving legacy systems (ARADS, ARC3S). Negotiates priorities and time lines with USAREC Command Group and/or directorates.

(6) Maintains and develops all applications and/or systems documentation in accordance with DOD and HQDA directives and standards.

(7) Administers and supervises quality assurance controls for legacy data processing systems and microcomputer systems.

(8) Acts as the focal point for data services with USAREC. Performs initial requirements analysis to determine the scope of the request and actions necessary to satisfy the request. These requests include new requirements for:

(a) Hardware.

(b) Commercial software.

(c) Software development.

(d) Program modification, micro or mainframe.

(e) Modification of interfaces to external automation systems.

(9) Provides data administration.

g. Systems Integration Office.

(1) Plans, directs, and controls the allocation and utilization of all authorized resources for execution of ARADS and the JOIN System. Provides overall life-cycle management of the systems.

(2) Coordinates all funding and facilities requirements and commitments with Director of Resource Management.

(3) Assists the contracting office in developing, approving, and implementing an acquisition plan and initiates or prepares other plans and studies as required by regulation.

(4) Ensures that communication requirements to support the systems are identified and coordinated to permit planning and funding actions as necessary to satisfy system interface with existing equipment.

(5) Prepares requirements documentation and provides input to United States Army Information Systems Selection and Acquisition Agency (ISSAA) for development of procurement specifications for the acquisition of ARADS ADPE, software, and communications support.

(6) Coordinates with HQDA, MACOM, other DOD agencies, and other governmental agencies to ensure that ARADS planning is consistent with execution of other related HQDA and DOD projects.

(7) Initiates and updates service agreements (Memoranda of Understanding) with agencies or activities (outside USAREC) for execution or support of required tasks.

(8) Monitors acquisition of ARADS ADPE, software, and supporting services in conjunction with ISSAA to ensure acquisition at the lowest practical life-cycle cost.

(9) Responsible for monitoring ISSAA's procurement actions to accomplish the project objectives and functions as the contracting officer's technical representative to monitor inventories, certify claims for payment, and provide contract oversight.

(10) Responsible for the execution of the automation solution to implement the following business practice changes:

(a) The replacement of ARADS, JOIN platforms, and ARC3S in a client-server distributed processing architecture.

(b) The development and fielding of a portable recruiter workstation.

(11) Upgrading of automated data processing capability throughout USAREC and selected ARNG installations.

(12) Management of the ARISS project so as to reach full operational capability within approved milestone objectives.

(13) Planning, direction, and control the allocation and use of all project resources with the tasking authority of the USAREC CG.

(14) Compliance with Defense Acquisition Regulations and Army procurement procedures in developing, obtaining approval, and implementing an acquisition plan, and initiating or preparing other plans and studies as required by regulation.

(15) Coordination with ARISS PM Office and Communications-Electronics Division to ensure

the ARISS communication requirements are identified, acquired, and coordinated with Government and commercial communications entities to permit communications planning, funding actions, and implementation to satisfy inter- and intra-system interfaces.

(16) Actions providing input to contract administration entities for development of procurement specifications for acquisition of ARISS ADPE, software, and communications support.

(17) Coordination with HQDA staff, MACOM, other DOD, and governmental agencies to ensure that ARISS planning and architecture are consistent with execution of other related HQDA and DOD projects.

(18) Monitoring acquisition of ARISS ADPE, software, and supporting services in conjunction with the contract administration entities to ensure acquisition at the lowest practical life-cycle cost.

h. Help Desk.

(1) Installs, troubleshoots, and assists with the distribution and deployment of computer equipment.

(2) Performs product research with regard to new technology and keeping the command current with state-of-the-art advances.

(3) Provides a help line service to the command.

(4) Evaluates training requirements and provides necessary training and technical assistance to the functional proponents and field users.

i. Rctg Bde Information Management Officer functions.

(1) Provides technical guidance to Rctg Bde and Rctg Bn information management specialists and system users on IMA problems, programs, policies, concepts, procedures, techniques, equipment, and software.

(2) Develops and coordinates the Rctg Bde concepts for inclusion in the USAREC Automation Plan.

(3) Provides direct support to the Rctg Bde systems to include training, testing, and maintenance not provided by HQ USAREC.

(4) Manages system acquisition, operation, and disposal for automated data processing systems for the Rctg Bdes, Rctg Bns, recruit-ing companies, and RS.

(5) Provides field support and material management for JOIN and ARADS.

(6) Coordinates and establishes all systems requirements and engineering change proposals for the Rctg Bde.

(7) Provides overall planning for all ADP projects with the Rctg Bde.

(8) Monitors communication requirements.

(9) Provides technical guidance and acts as the point of contact for Rctg Bde integration into CIMS.

(10) Conducts Rctg Bde level command in-

spection and assistance visits.

(11) Assists users in the development of system specifications.

(12) Tests programs for satisfaction of specifications and requirements and total integration of procedures.

(13) Manages the design effort of all personal computer based software development in the Rctg Bde (in-house and contract).

(14) Ensures implementation of USAREC ADP security policy and provides ADP security advice to the Rctg Bde.

(15) Processes requests for access to the USAREC computer system.

3-2. Headquarters Commandant

a. Core competency. Dual-hatted support of both HQ USAREC and RS Bde. Responsible for the health, welfare, training, and unit readiness for soldiers assigned to HQ USAREC. Provides leadership for military order and discipline.

b. The first sergeant is responsible for the following:

(1) The principal enlisted advisor to the Headquarters Commandant.

(2) Counsels enlisted soldiers on proficiencies and/or deficiencies; initiates corrective measures.

(3) Ensures that training schedules are implemented for the Noncommissioned Officer Development Program, common task training, MOS skill development, master fitness training, and required training as stated in USAREC Manual 25-100.

(4) Coordinates maintenance and cleanliness of USAREC enlisted barracks.

(5) Local physical security of headquarters facilities, barracks, and grounds.

(6) Administers the ADAPCP.

(7) Ensures that headquarters safety and fire protection measures are implemented.

(8) Co-chairman to the unit fund council.

(9) Monitors headquarters mail activities for soldiers.

(10) Ensures required dependent care plans are current and on file.

c. Provides the following personnel administration support:

(1) Headquarters reenlistment program.

(2) Headquarters Army physical fitness test, weight control, and remedial physical training programs.

(3) Sponsorship program.

(4) Headquarters Noncommissioned Officer Education System Program.

(5) Processes all headquarters NCOER and OER to the local military personnel office.

(6) Responsible for providing voting assistance information.

d. Building maintenance.

e. Physical security for USAREC buildings with related key control responsibilities.

f. Command Supply Discipline Program.

3-3. RS Bde

a. Core competency. Provides centralized logistical support and oversight of decentralized logistics activities for USAREC and serves as the command and control headquarters for:

- (1) RSB (see para 3-4).
- (2) USAPT (see para 3-5).
- (3) USAMU (see para 3-6).
- (4) SORC (see para 3-7).
- (5) LSC (see para 3-8).
- (6) Command safety (see para 3-9).
- (7) Command security (see para 3-10).
- (8) Command engineer (see para 3-11).

b. RS Bde commander functions.

(1) Serves as RS Bde commander and Deputy Chief of Staff for Logistics, HQ USAREC (see para 2-18).

(2) Commands and provides mission guidance and intent to RSB, USAPT, USAMU, SORC, LSC, safety, security, and command engineer.

(3) Administers field grade Uniform Code of Military Justice (UCMJ) authority within the RS Bde and HQ USAREC.

(4) Develops and administers plans and policies concerning the scheduling and use of RS Bde assets.

c. Resource Management functions.

(1) Advises the commander on how to manage and control manpower and financial resources.

(2) Provides financial policy guidance, direction, and financial advice to the RS Bde commander, senior staff, and subordinate commanders on all financial management issues.

(3) Interprets and implements Federal law, DOD, HQDA, and USAREC policies and procedures pertaining to fund control.

(4) Plans, organizes, directs, and controls RS Bde financial and manpower programs: Budget, accounting, manpower management, and management information requirements.

(5) Develops and evaluates the RS Bde Ob-

ligation Plan, the annual RS Bde Operating Budget, Budget Execution Reviews, monthly status of funds, and the RS Bde POM.

(6) Controls and maintains the RS Bde TDA, including preparing and submitting valid manpower and equipment changes to HQ USAREC.

(7) Plans, develops, and implements civilian personnel manpower and management systems, procedures, and techniques by data analysis and on-site reviews.

(8) Is RS Bde action office for: Government Travel Card Program; RS Bde input to this regulation; EEO and Affirmative Action Program; Army Ideas for Excellence Program, and Career Program Manager for CP-11 and CP-26.

d. S1 (personnel administration center) functions.

(1) Monitors ARADS to ensure that military personnel are added upon arrival and deleted upon departure from the RS Bde.

(2) Processes all leave requests to include convalescent leave and permissive TDY.

(3) Verifies that position numbers are assigned to incoming personnel and inputs those numbers into the Standard Installation/Division Personnel System.

(4) Reviews award requests for accuracy and verifies height and weight data. All awards above an Army Commendation Medal are forwarded to HQ USAREC Personnel Directorate for further processing.

(5) Prepares promotion packets for eligible soldiers going before a promotion board.

(6) Monitors the promotion eligibility roster monthly for promotion eligibility for E3 and E4.

(7) Notifies soldiers who come down on levy to schedule them for security and levy briefings and direct them to the retention NCO to reenlist if necessary.

(8) Processes requests for retirement and personnel actions submitted on DA Form 4187 (Personnel Action).

(9) Processes all financial inquiries to include allotments and requests for temporary lodging expense. Sets up appointments at finance for outprocessing.

e. S3 functions.

(1) Advises RS Bde commander about operations, plans, organization, and training.

(2) Assists in the management, planning, and day-to-day operation of the RS Bde.

(3) Develops near-term and long-term operating strategies for the RS Bde and subordinate units.

(4) Develops and implements standing operating procedures (SOP) for the RS Bde.

(5) Coordinates the scheduling of events, exhibitions, demonstrations, and conventions for the RS Bde and subordinate units.

(6) Acts as a working-level member of the Command Marketing Communications Council, Synchronization Matrix, and Resource Allocation Council.

(7) Prepares concept and decision papers concerning new or changed policy or changes to organizational structure and functions.

(8) Prepares RS Bde briefings.

(9) Prepares annual and quarterly training guidance for the RS Bde.

(10) Provides oversight for the RS Bde information management officer and TASO.

d. See figure 3-2 for RS Bde organizational chart.

3-4. RSB

a. Core competency. Supports Army recruiters with mobile and fixed exhibits in order to generate interest in Army programs. Provides audiovisual and graphic support to the recruiting force and other DOD agencies. Provides marketing and incentive products to the recruiting force.

b. Operations functions.

(1) Oversees the operations of all subordi-

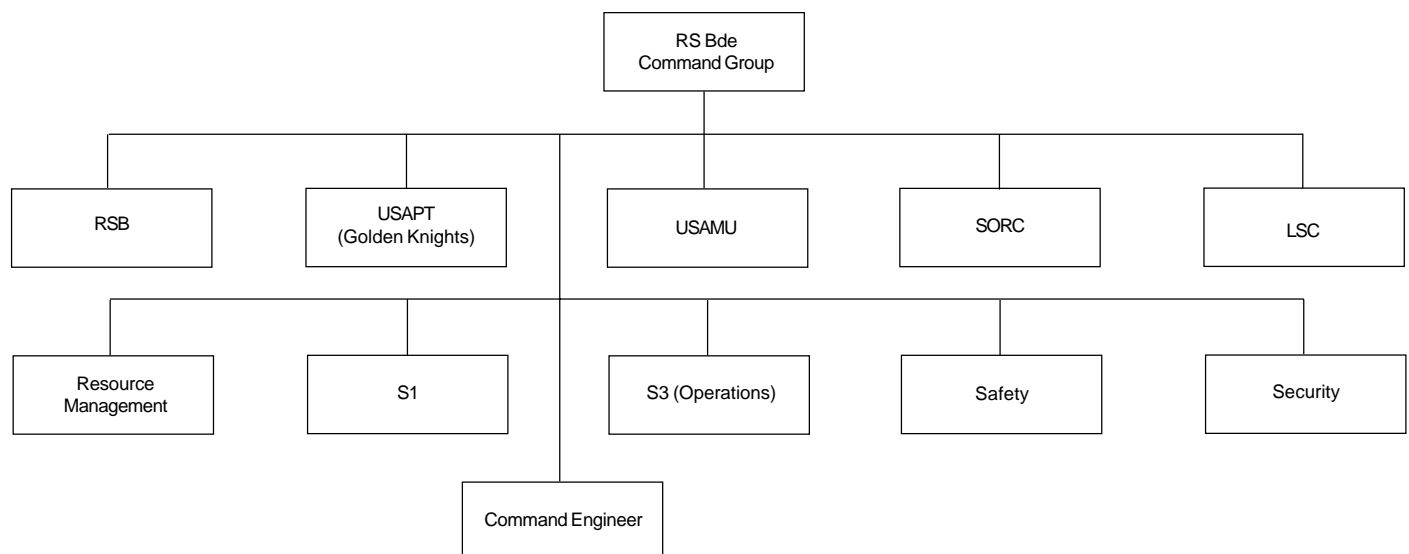


Figure 3-2. RS Bde organizational chart

nate divisions within the RSB while providing continuous support to the Mobile Exhibiting Company (MEC).

(2) Develops strategic and operational plans (asset use and modernization) for the RSB.

(3) Plans, programs, and accounts for RSB resources.

(4) Plans and conducts exhibitor training (initial and sustainment).

(5) Provides administrative, personnel, maintenance management, logistical, and information management ADP support to RSB personnel.

(6) Manages special exhibits maintained by the National Conventions and Trade Show Division.

(7) Is proponent for USAREC Reg 601-93.
c. MEC functions.

(1) Conducts over the road mobile exhibiting operations to include: Touring cinema vans, adventure vans, multiple exhibit vehicles, and climbing rock wall assets. Knowledgeable 79R personnel transport, maintain, and present the exhibits gathering valuable enlistment leads for local recruiters.

(2) Provides assets based on requests, Command Marketing Communications Council national target distribution of assets among Rctg Bdes, available touring funds, and physical location of exhibit site.

(3) Supports the National Science Center (NSC), a joint venture administered by the National Science Center Army Task Force and the National Science Center Foundation at Fort Discovery, Augusta, Georgia. The NSC's mission is to support and improve science, mathematics, communications, and electronics education and training. NSC stimulates interest in technology and science, improves technical literacy, and facilitates technology transfer.

d. National Convention and Trade Show Division functions.

(1) Conducts fixed exhibiting operations to support the Army recruiting mission through participation in conventions and conferences of national associations, trade shows, and other exhibiting events.

(2) Develops and implements a management system to establish program objectives, policies, responsibilities, operating procedures, and performance measures.

(3) Develops management processes that include strategic and conceptual planning, organizing, staffing, coordinating, supervising, and allocating available resources to support the program and related exhibiting activities.

(4) Defines both marketing and sales objectives for national conventions and other trade show participation. Creates strategy for reaching these objectives. Integrates trade shows and conventions promotional plans with other marketing communication plans to achieve maximum benefit.

(5) Develops, coordinates, and employs other communication media and special promotions to more effectively communicate with professional audiences and association memberships.

(6) Develops and implements effective and efficient exhibit systems for use at conventions, trade shows, and conferences that facilitate two-way channels of communication between USAREC representatives and selected target audiences, capitalizing on opportunities for improving relationships and profitable communication exchange.

(7) Establishes and builds on relationships with national, state, and local association officials and association memberships that impact on recruiting efforts.

(8) Provides advice, counsel, and assistance to USAREC CG and HQ USAREC staff, RS Bde commander and staff, the RSB commander, and Rctg Bde elements on matters relating to the National Convention and Trade Show Program. Coordinates joint activities with military services and DA agencies.

(9) Arranges Army general officer and other senior leadership participation in national and regional conventions hosted by respected and influential national associations.

(10) Assists Rctg Bdes, Rctg Bns, and AMEDD Dets with exhibit programs to help maximize their exhibiting effectiveness.

(11) Conducts research, collects formal and informal feedback, and conducts surveys to identify existing and potential problems and to determine target audience acceptance and reaction to the Army and USAREC programs, policies, and activities. Compiles and tabulates evaluation data and prepares studies to develop improvements and modifications to the USAREC

National Convention and Trade Show Exhibit Program.

(12) Is proponent for USAREC Reg 360-14.
e. Marketing and Concepts; Managed Unit Project Account Division functions.

(1) Advises the commander on all matters related to public affairs, community relations, and public information. Provides liaison between HQ USAREC Advertising and Public Affairs Directorate and the RSB.

(2) Develops and manages RSB public affairs, marketing, and recruiting projects to include: Production, maintenance, and distribution of incentive products, displays, marketing information, brochures, catalogs, and multi-image and multimedia shows.

(3) Prepares and staffs news releases and feature material for release to various communications outlets. Serves as point of contact for news media representatives.

(4) Writes, edits, and publishes the National Exhibitor and other printed material.

(5) Designs and produces promotional materials for the various exhibits.

(6) Manages visionary plan to upgrade cinema vans, adventure vans, and multiple exhibit vehicles.

(7) Manages the development, execution, and evaluation of projects produced for HQ USAREC, Rctg Bdes, Rctg Bns, and other DOD agencies.

(8) Manages the Managed Unit Project Account Program.

(9) Originates work orders to the contractor for the Managed Unit Project Account requests and other Marketing and Concepts Division products and serves as technical expert during their production.

(10) Schedules and coordinates photographic missions with RA installations, USAR units, and civilian organizations to accomplish production missions.

(11) Conducts creative review designs, testing and approval, supervision of location photography, and studio usage for all contracted projects.

(12) Manages the production of quarterly and annual awards plaques for the USAREC Awards Program to include Glen E. Morrell and Chief of Staff of the Army awards.

(13) Manages and coordinates with various

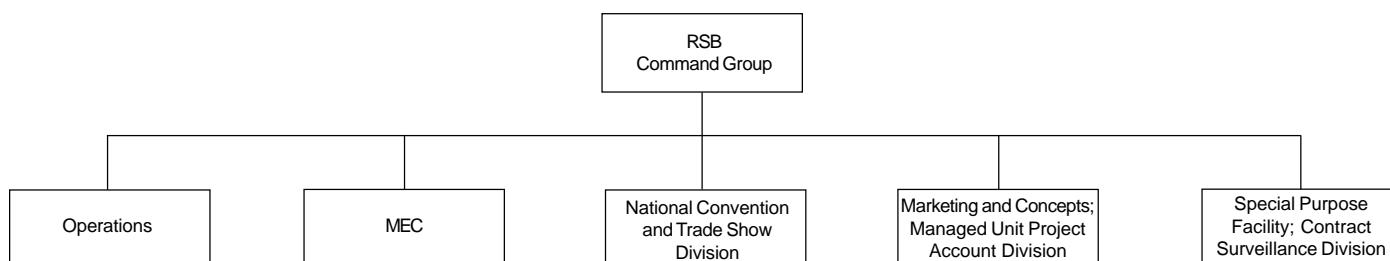


Figure 3-3. RSB organizational chart

HQ USAREC directorates for the production of recruiter support items for the field.

(14) Serves as advisor and conducts training for RSB exhibitors in media relations and Central Committee for Conscientious Objectors activities.

f. Special Purpose Facility; Contract Surveillance Division functions.

(1) Serves as a COR.

(2) Oversees a Government-owned contractor-operated facility to assist in the stewardship of Government resources within the Government-owned contractor-operated facility.

(3) Administers contract for audiovisual, graphic, and photographic support services.

(4) Conducts contract management operations to include the review and execution of work orders to the contract and maintenance of the work order log.

(5) Develops, implements, and maintains quality assurance surveillance plan. Monitors contractor's progress. Evaluates contractor's performance.

(6) Develops, analyzes, and maintains data bases for workload data, contract cost data, cost analysis, and VI data.

(7) Serves as liaison with the contracting officer, Department of Labor, USAAA, Defense Contract Audit Agency, contractor, clients, legal counsel, and other activities.

g. See figure 3-3 for RSB organizational chart.

3-5. USAPT

a. Core competency. Conduct parachute demonstration jumps throughout the nation, support recruiting efforts, and win parachuting events at the national and international level promoting the Army, increasing Army awareness, and supporting Army recruitment to meet mission goals, improving Army public relations, and helping to improve the prestige of the Army.

b. Functions.

(1) Performs parachute demonstration jumps across the nation and throughout the world.

(2) Supports Army recruiting efforts by making demonstration parachute jumps and conducting personal appearances.

(3) Provides tandem parachute jumps in support of Army public relations and recruiting initiatives.

(4) Establishes and trains a formation skydiving team to win freefall formation competitions at the national and international level.

(5) Establishes and trains a style and accuracy team to win style, accuracy, and team accuracy competitions at the national and international level.

(6) Provides aviation support for demonstration teams, formation skydiving team, and style and accuracy team.

(7) Conducts media relations support of all parachute teams and events.

(8) Conducts testing and evaluation of parachuting equipment.

(9) Provides technical advice and assistance in military freefall parachuting.

(10) Develops freefall parachuting techniques and safety procedures.

(11) Provides rigger support to the team.

(12) Provides administrative support to the team.

(13) Provides logistics support to the team.

(14) Conducts budgeting operations to support team missions and requirements.

(15) Provides maintenance support for non-standard aircraft.

c. Headquarters functions.

(1) Performs administrative and personnel actions support pertaining to the USAPT.

(2) Acquires, stores, issues all equipment, and maintains property accountability for the USAPT.

(3) Orchestrates all public relations activities related to the USAPT. Aggressively seeks

means of securing maximum favorable publicity for the USAPT, USAREC, and the U.S. Army in order to enhance the image of the Army.

(4) Plans and coordinates all training, parachute demonstrations, and parachute competitions of the USAPT. Monitors and supports the Golden Knights Assessment and Selection Program. Coordinates for team aircraft support. Monitors and improves the Tandem Orientation Program. Schedules all United States Parachute Association instructional rating training to include jumpmaster, instructor, tandem, and accelerated freefall. Prepares and monitors all mandatory and AR 350-1 training. Coordinates with the Federal Aviation Administration on show requirements and/or waivers. Participates in the International Council of Airshows.

(5) Coordinates recruiting support days (RSD) as determined by USAPT and HQ USAREC Advertising and Public Affairs Directorate.

(6) Educates the recruiting force on the capabilities and applicability of the USAPT in the recruiting effort.

(7) Consolidates all DD Forms 2535 (Request for Military Aviation Support) requests for the Golden Knights to perform aerial demonstrations (suspense is 1 October the year prior).

(8) Develops a "strawman" schedule no later than 1 November for a deconfliction meeting with Office of the Chief of Public Affairs, RS Bde operations, and HQ USAREC Advertising and Public Affairs Directorate.

(9) Forwards proposed schedule to Office of the Chief of Public Affairs for approval through RS Bde and HQ USAREC Advertising and Public Affairs Directorate.

(10) Publishes the DA-approved USAPT demonstration schedule no later than 15 January each year.

(11) Notifies local RS of USAPT in their area of operations.

(12) Maintains all air items for the USAPT.

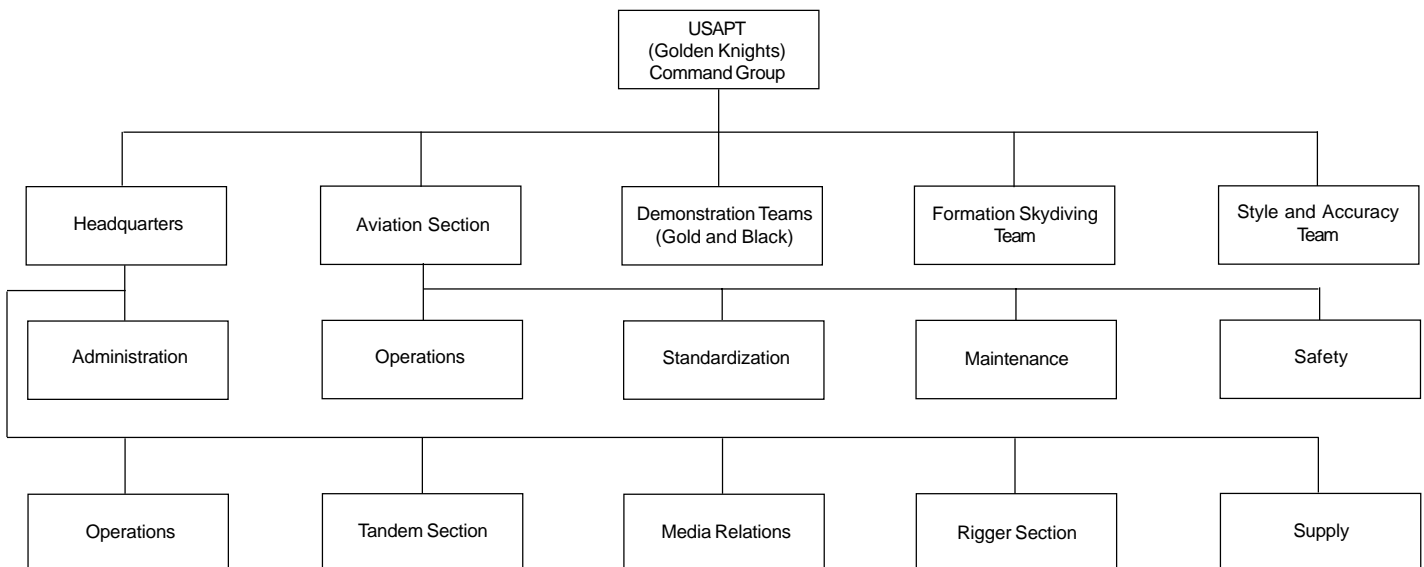


Figure 3-4. USAPT organizational chart

Maintains manuals and records for all parachutes in accordance with Federal Aviation Regulation 65. Makes any modifications of manufacturer tested or Federal Aviation Administration approved parachute equipment. Conducts Cypress maintenance requirements. Coordinates with United States Parachute Association safety and training advisor. Provides accelerated freefall assistance to Special Operations forces.

(13) Manages budget and contract support to the USAPT.

d. Aviation functions.

(1) Provides all organic, nonstandard aircraft and maintenance support to the USAPT.

(2) Manages all aircraft flight hours in accordance with Army regulations.

(3) Coordinates with depot level agencies.

(4) Establishes and maintains an aircrew training program that includes six nonstandard aircrafts.

(5) Coordinates and administers annual proficiency readiness evaluations to all aviators.

(6) Provides safety programming and assists maintenance and flight operations.

e. Demonstration Teams functions.

(1) Performs parachute demonstration jumps and conducts RSD to enhance Army awareness.

(2) Conducts parachute training and tandem proficiency training.

(3) Conducts RSD by performing parachute demonstration jumps and conducting high school speaking presentations.

f. Competition Teams functions.

(1) Participates and wins parachuting competitions at the national and international level.

(2) Trains formation skydiving team in eight-way relative work skydiving.

(3) Trains style and accuracy team in traditional style and accuracy parachuting.

g. See figure 3-4 for USAPT organizational chart.

3-6. USAMU

a. Core competency. Select, equip, and train soldiers to compete and win in interservice, national, international, and Olympic marksmanship competitions. Promote the U.S. Army and enhance Army recruiting efforts by fostering public confidence in Army marksmanship through an active public information and public relations program. Enhance Army combat readiness by providing lessons learned from competitive shooting to the various small arms proponents.

b. Command Group functions.

(1) Commands the unit.

(2) Plans and executes the unit's missions by overseeing training, the Staff Inspection Program, and maintenance of unit equipment, competitive ranges, and property.

(3) Directs and oversees the execution of the unit's annual OMA and AMC budgets.

(4) Serves as the U.S. Army representative on national and international governing bodies for shooting.

(5) Interacts with Fort Benning agencies, providing support in accordance with Fort Benning policies and directives.

c. S3 (detachment commander) functions

(1) Prepares and distributes the commander's annual training guidance.

(2) Prepares and approves preparation of annual lessons and training plans used by the seven competitive shooting branches and the Custom Firearms Shop to train Army competitive shooters and custom gunsmiths.

(3) Coordinates competition schedules and support with DOD, the U.S. national governing bodies, and the world governing bodies for competitive shooting.

(4) Supervises the planning, coordination, and conduct of the Small Arms Firing School annually for DOD during the National Matches at Camp Perry, Ohio.

(5) Coordinates, schedules, supervises, and conducts all mandatory unit training requirements.

(6) Plans, coordinates, and provides support for USAR and ARNG competitive shooting teams.

(7) Identifies, coordinates, and schedules attendance of military personnel at professional development schools and courses.

(8) Conducts annual Armed Forces interservice international championships in shotgun, rifle, pistol, and running target disciplines.

(9) Conducts small-bore marksmanship clinic and the Small Arms Firing School (rifle and pistol) as part of the national matches.

(10) Plans, coordinates, and executes support for all competitions, up to national and international levels, on USAMU facilities.

(11) Coordinates basic rifle and pistol marksmanship train-the-trainer clinics.

(12) Coordinates and provides personnel resourcing for RSD missions.

(13) Maintains records and publish orders for all Active Component and RC personnel competing in the excellence in competition program.

(14) Works with the U.S. Army small arms proponents, United States Army Infantry School, other service marksmanship training units, and the U.S. Olympic training center to translate marksmanship skills of competitive shooting into useful combat marksmanship training tools.

(15) Serves as primary liaison between USAMU and USAREC.

(16) Provides continuous updates on scheduling and activities to USAREC for dissemination to recruiting force.

(17) Plans, coordinates, and tracks all USAREC support missions (e.g., RSD).

(18) Compiles and reports recruiting production statistical data.

(19) Prepares RSD presentations for traveling teams.

(20) Monitors the cost associated with USAREC support missions.

(21) Educates the recruiting force on the capabilities and applicability of USAMU in recruitment efforts.

(22) Commands the detachment and administers company grade UCMJ actions.

d. Support Operations (S1/S4) functions.

(1) Performs administrative and personnel actions support pertaining to the USAMU.

(2) Acquires, stores, and issues all equipment and maintains property accountability for the USAMU.

e. Public Affairs Office functions.

(1) Controls all public relations activities related to the USAMU.

(2) Aggressively seeks means of securing maximum favorable publicity for the USAMU, USAREC, and the U.S. Army in order to enhance the image of the Army.

(3) Informs and coordinates with HQ USAREC Advertising and Public Affairs Directorate on all public affairs matters involving national media.

(4) Supports the USAREC marketing strategy as determined by HQ USAREC Advertising and Public Affairs Directorate.

f. Graphics Support functions. Plans, coordinates, and creates all VI tasks in support of USAMU missions. This includes illustrations, visual aids, training devices, briefing slides, demonstrations, displays, audiovisual shows, and exhibits for augmentation of instruction and information presentations.

g. Customs Firearms Shop functions.

(1) Acquires through testing, modification, and liaison with civilian manufacturers and DOD agencies, information on current competitive shooting equipment and the development of match-type small arms, equipment, and ammunition to optimize performance of equipment used by U.S. Army competitive marksmen.

(2) Produces accurate and dependable weapons and ammunition.

(3) Maintains all ranges and target systems belonging to the USAMU.

(4) Trains gunsmiths in DOD.

(5) Enhances accuracy and reliability of selected weapons.

(6) Supports Armament, Research, Development, and Engineering Center and the Special Operations forces community on improving weapons systems.

(7) Conducts research and development on

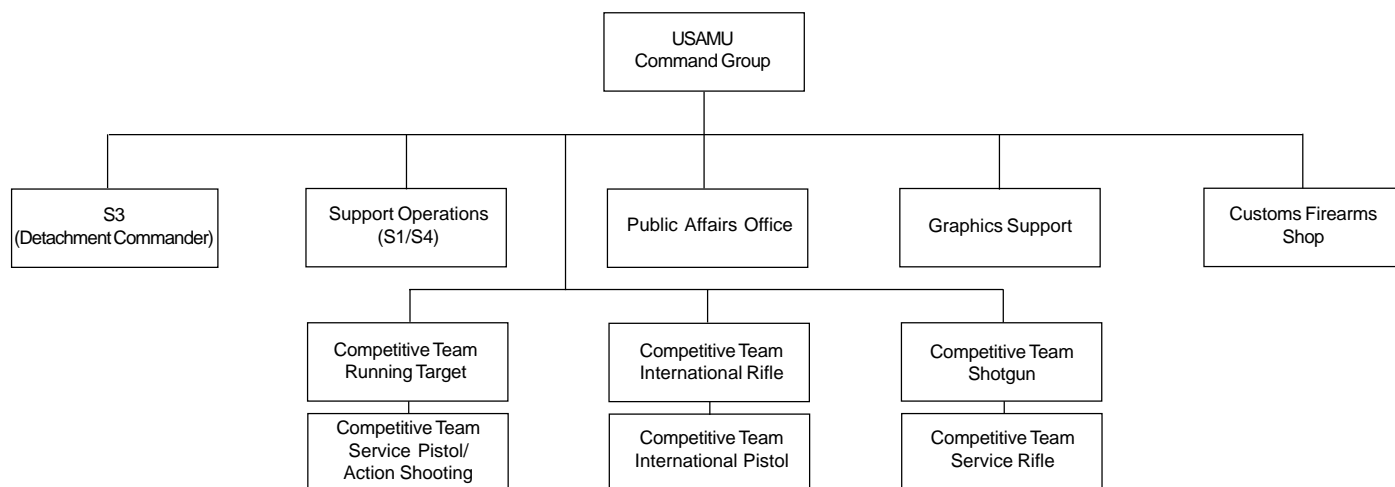


Figure 3-5. USAMU organizational chart

military service weapons and ammunition and shares results with DOD small arms proponents.

h. Competitive Teams functions.

(1) Selects, equips, and trains personnel to win interservice and national competitions.

(2) Selects, equips, and trains U.S. Army personnel to earn berths on the Conseil International Du Sport Militaire shooting team.

(3) Selects, equips, and trains U.S. Army personnel to earn membership on the U.S. National Shooting Team.

i. See figure 3-5 for USAMU organizational chart.

3-7. SORC

a. Core competency. Executes worldwide U.S. Army inservice recruiting in order to fulfil the accession requirements of the United States Army Special Operations Command (Airborne).

Recruiting mission categories are:

(1) U.S. Army Special Forces enlisted volunteers.

(2) U.S. Army Special Forces officer volunteers.

(3) U.S. Army Special Operations Aviation volunteers.

b. SORC commander functions.

(1) Commands and controls five Special Operations Recruiting Detachments (SORD) consisting of four Special Forces Recruiting Detachments with nine operational RS, one Special Operations Aviation RS, and one company headquarters.

(2) Analyzes U.S. Army recruiting markets worldwide and assigns recruiting missions to SORD.

(3) Executes worldwide marketing campaign in support of recruiting mission.

(4) Supports and sustains operational recruiting detachments.

(5) Coordinates directly with United States

Army Special Operations Command, United States Army John F. Kennedy Special Warfare Center and School, United States Army Special Forces Command, and MACOM.

c. Special Forces Recruiting Detachment commander functions:

(1) Commands and controls assigned Special Forces RS.

(2) Analyzes assigned Special Forces recruiting missions and assigns missions to individual RS.

(3) Executes regional marketing campaign in support of assigned recruiting mission.

(4) Supports and sustains operational RS.

(5) Coordinates directly with MACOM.

d. Special Operations Aviation Recruiting Detachment commander functions.

(1) Commands and controls one Special Operations Aviation RS.

(2) Analyzes U.S. Army aviation market worldwide.

(3) Executes assigned recruiting mission.

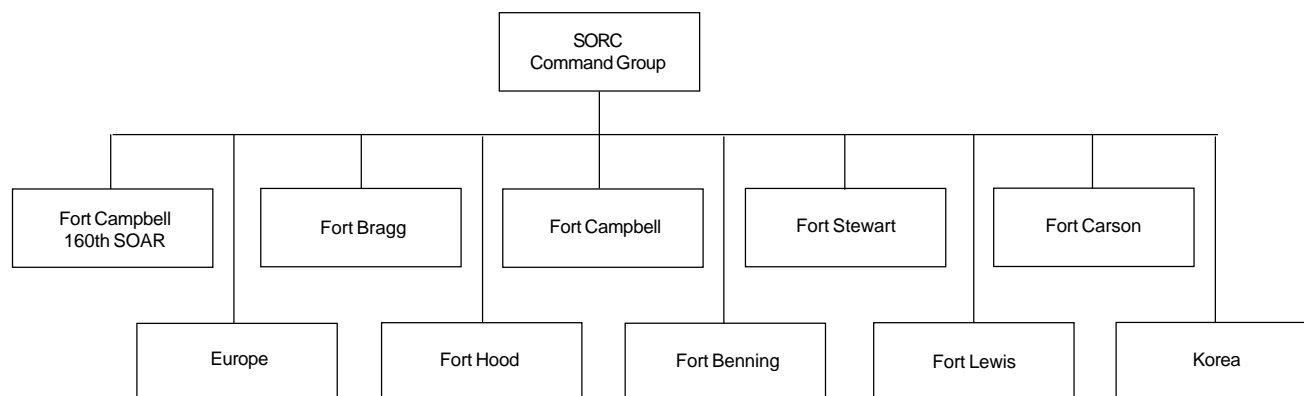


Figure 3-6. SORC organizational chart

(4) Coordinates directly with U.S. Army aviation commands and Task Force 160th Special Operations Aviation Command Group.

e. Special Forces RS commanders functions.

(1) Executes assigned Special Forces recruiting mission in designated area of responsibility in accordance with USAREC Pam 601-25 and Special Forces recruiting parameters.

(2) Executes direct mail-out campaign in area of responsibility.

(3) Supervises assigned recruiters.

(4) Coordinates directly with U.S. Army major subordinate commands.

f. See figure 3-6 for SORC organizational chart.

3-8. LSC

a. Core competency. Coordinates, supervises, and provides logistics support for USAREC. Assists the RS Bde commander in developing logistical plans and policies within USAREC.

b. Functions.

(1) Manages logistical activities and policy for the command. Provides full-service logistics support to the command in the areas of supply, transportation, real estate, equipment, facilities management, and procurement of supplies and services (except for national advertising contract and Federal Information Processing resources).

(2) Develops and administers logistics plans and policy on behalf of the Deputy Chief of Staff for Logistics, HQ USAREC.

(3) Manages resources, supplies, equipment, transportation, and procurement.

(4) Develops, reviews, and approves support agreements.

(5) Exercises command oversight of USAREC-directed moves and facilities design.

(6) Responsible for the command's recruiting facilities policy. Manages facilities and real estate matters in support of USAREC subordinate commands and agencies.

(7) Manages the operation of the USAREC Consolidated Warehouse and the Recruiter Store.

(8) Manages and directs the operation of the USAREC travel office.

(9) Manages procurement for USAREC, including creation and oversight of procurement policy.

(10) Manages the following career programs: 13 (Supply Management), 14 (Procurement Management), 17 (Materiel Maintenance Management), and 24 (Transportation Management).

(11) Serves as the agency program coordinator for the USAREC International Merchant Purchase Authorization Card and Check Program.

(12) Serves as interservice support agreement coordinator for USAREC's interservice support agreements. Ensures adherence to DODI 4000.19.

c. Procurement Division functions. Propo-

nent office for USAREC procurements including review, evaluation, and advice on procurement and contracting matters.

(1) Prepares and processes purchase requests.

(2) Creates and oversees all procurement policy.

(3) Administers contracts.

(4) Processes all unauthorized commitments.

(5) Assists in the development of statements of work, quality assurance surveillance plans, technical exhibits, and source selection criteria.

(6) Procures nonexpendable and expendable supplies, services, and equipment (to include ADP supplies and authorized purchases of ADP maintenance and software).

(7) Makes local procurements under blanket purchase agreement authority.

(8) Evaluates bids, proposals, and quotes for source selection.

(9) Coordinates authority issues, acquisition funding, and property book accountability.

(10) Administers the purchase card program to include training purchase card and checkbook holders, managing the issuance and cancellation of cards and checks, and providing advice and guidance to cardholders on procurement issues.

(11) Reconciles, verifies, and resolves any discrepancies on International Merchant Purchase Authorization Card statements of accounts.

d. Facilities and Services Division functions.

(1) Initiates, coordinates, plans, develops, maintains, operates, and manages the Army's share of the Armed Forces Recruiting Facilities Program and monitors the execution of the program by CE and GSA.

(2) Identifies potential problem areas and keeps the commander informed of facility issues or controversies and monitors the status of outstanding actions.

(3) Reviews analytical data and recommends policies, procedures, and solutions to real estate problems commandwide with the Office of the Assistant Secretary of Defense, Force Management and Personnel, CE, and facilities representatives from the other Armed Forces recruiting commands.

(4) Represents USAREC at DOD Joint Recruiting Facilities Committee (JRFC) meetings, CE annual collocation meetings, and meet with representatives of the Office of Assistant Chief of Staff for Installation Management. Assists in the development and implementation of JRFC real estate policies and procedures for Armed Forces RS, space management, and standards for recruiting facilities and cost avoidance and reduction initiatives.

(5) Reviews, interprets, and determines applicability of real estate directives, policies, and procedures issued by DOD, JRFC, CE, GSA, and Federal Acquisition Regulations. Issues command directives based on these interpretations.

(6) Enters and extracts data from the Recruiting Facilities Management Information System and tracks program(s) status.

(7) Ensures Rctg Bdes and Rctg Bns thoroughly review availability of facilities, cost factors, station locations, and consider policies and procedures effecting recruiting facilities during the RMA process. At request of the Rctg Bde and/or Rctg Bn represent the command at RMA.

(8) Serves as the point of contact for the Leased Family Housing and Bachelor Leased Housing Programs.

(9) Is proponent for the following publications:

(a) USAREC Reg 5-2.

(b) USAREC Reg 210-4.

(c) USAREC Reg 210-5.

(d) USAREC Reg 405-1.

e. Supply and Vehicle Division functions.

(1) Manages actions concerning property accountability, acquisition, maintenance, and disposition of supplies and equipment.

(2) Manages motor vehicle operations of field force on GSA commercially leased vehicles.

(3) Provides procedures for the requisition, purchase, receipt, issue, control, and accountability of negotiable instruments and media.

(4) Supervises logistics inspections by Rctg Bdes.

(5) Provides command assistance to all staff elements in the area of supply and vehicles through periodic visits.

(6) Is proponent for the following publications:

(a) USAREC Reg 55-2.

(b) USAREC Reg 55-3.

(c) USAREC Reg 56-1.

(d) USAREC Reg 715-1.

(e) USAREC Reg 735-3.

(7) Maintains the catalog of nonstandard items of accountable equipment for USAREC.

(8) Manages reports of survey initiated by members of HQ USAREC and the RS Bde for lost, damaged, or destroyed Government property.

(9) Reviews and makes recommendations to the CG or the DCG on all requests for reconsideration of financial liability imposed as a result of report of survey action submitted by members of the command.

(10) Responsible for control of equipment authorized by TDA and common table of allowances.

f. USAREC Travel Office functions.

(1) Coordinates with the commercial travel office.

(2) Provides travel arrangement itineraries.

(3) Provides and distributes airline tickets.

(4) Audits travel accommodations provided by the scheduled airlines traffic office to ensure lowest cost travel has been provided.

(5) Reconciles billings with the Defense Finance and Accounting Center, Fort Benjamin Harrison, Indiana.

g. Property Book Officer functions. Provides accountability of all HQ USAREC property and equipment to include Federal Information Processing resources in compliance with AR 710-

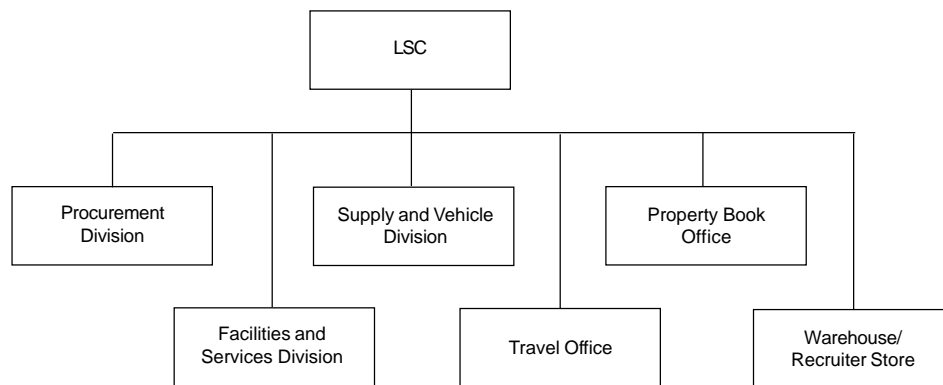


Figure 3-7. LSC organizational chart

2.

- (1) Maintains consolidated property book.
- (2) Manages hand receipts for HQ USAREC, RS Bde, 1st Rctg Bde, and 3d Rctg Bde.
- (3) Maintains automated property tracking system.
- h. Consolidated Warehouse functions.
 - (1) Receives, stores, and ships personnel presentation items for the Army and Navy, Army and USAREC forms and publications, Army and Navy RPI, DEP awards, and computer and related equipment with the appointed action officer.
 - (2) With the assistance of the appropriate directorate representatives, inventories and maintains the accountability of all publications, RPI, DEP awards, and computer equipment.
 - (3) Monitors demands on stored recruiting materials (rings, badges, shirts, etc.). Provides reorder supply information.
 - (4) Delivers warehoused items to appropriate locations.
- i. See figure 3-7 for LSC organizational chart.

3-9. Safety Office

- a. Core competency. Manages, supervises, develops policies, and coordinates DOD, DA, and USAREC safety programs. Manages all aspects of the safety program throughout the command. Provides assistance and oversight to field activities to include: HQ USAREC, LSC, USAPT, RSB, and USAMU.
 - (1) Provides direct support to HQ USAREC and the RS Bde for various functions.
 - (2) Establishes and implements plans, policies, and procedures for safety programs at all levels of command.
- b. Functions.
 - (1) Manages, supervises, and develops policies and procedures for USAREC's safety programs. Principal staff advisor, technical consultant, and coordinator for planning, organizing, directing, and evaluating safety and occupational health efforts. Program elements include: Base support operations, transportation,

including privately-owned vehicles operations, Government-owned vehicles, accident investigation and reporting, public safety, family and off-the-job accident prevention, risk management, and other loss control elements.

- (2) Provides guidance to establish, implement, and interpret safety policies and procedures as they relate to, or govern safety and accident prevention programs within the command. Ensures safe practices are incorporated into all command prepared SOP and directives.
- (3) Budgets for resources to conduct safety activities. Procures and distributes safety promotional and educational materials within the command.
- (4) Provides assistance to eliminate and control unsafe behavior and environments.
- (5) Assists commanders and supervisors in developing safety training, determining qualifications, and number of personnel necessary to ensure an effective safety program.
- (6) Collects, analyzes, records, processes, and forwards to higher headquarters all DA Forms 285 (U.S. Army Accident Report) and DA Forms 285-AB-R (U.S. Army Abbreviated Ground Accident Report (AGAR)) received from units and activities within the command and prepares reports of accident experience and status for the CG and the command.
- (7) Investigates and provides assistance in accident investigation and reporting in accordance with AR 385-40.
- (8) Develops countermeasures to improve accident rates, trends, and other adverse conditions.
- (9) Reviews plans for proposed demonstrations, exhibits, exercises, or contingencies to ensure the safety of Army personnel and the public.
- (10) Maintains liaison and coordination with HQDA, the Army Safety Center, and other Federal, State, and local safety and occupational health officials on all relevant safety issues.
- (11) Conducts evaluations and scheduled and unscheduled inspections and assistance

visits of units, activity facilities, and operations.

(12) Develops and administers the USAREC Safety Awards Program.

3-10. Security Division

- a. Core competency. Manages, supervises, develops, and coordinates DOD, DA intelligence, counterintelligence, and law enforcement programs and USAREC specific programs. Coordinates actions with DOD, DA, other Federal agencies, major commands, civil intelligence, and law enforcement organizations. Commander's representative for assigned security programs. Advises commander, supervisors, field activities, and security managers on matters pertaining to assigned programs. Provides direct support to HQ USAREC and RS Bde for various functions. Establishes and implements plans, policies, and procedures for security programs at all levels of command. Conducts assistance visits, security inspections, security violation investigations, and reviews.
- b. Functions.
 - (1) Personnel security. Manages all aspects of the program throughout the command. Provides assistance and oversight to headquarters and field activities. For HQ USAREC and RS Bde reviews, processes, verifies, and controls requests for personnel security investigations, security clearances, and reports of unfavorable information for military, civilian, and contractor personnel. Designates position sensitivity levels for civilian positions. Provides assistance to the Recruiting Operations Directorate in the suitability and clearance process for accession of enlisted personnel and those being considered for commission in medical fields or appointment to warrant officer. Receives, processes, and forwards information to appropriate agencies. Responds to requests for information and taskings from higher echelons.
 - (2) Information security. Manages all aspects of the program throughout the command. Provides assistance and oversight to headquarter

ters and field activities for the protection of national defense information against unauthorized disclosure as required by national security considerations. For HQ USAREC and RS Bde maintains information to determine, verify, and continually assess individuals eligibility to classified information and assignment to sensitive duties, grants or denies access to classified or sensitive information, and controls or monitors storage, transmission, and destruction of classified materials. Command security manager.

(3) Physical security. Plans, formulates, and coordinates physical security matters to ensure USAREC uses practical, effective, and common sense measures. Manages all aspects of the program throughout the command. Provides assistance and oversight to headquarters and field activities for the safeguard of personnel, facilities, equipment, operations, and material against hostile intelligence, terrorist, other criminal, dissident, or other disruptive activity. Identifies and approves use of physical security equipment used throughout the command both for existing structures and those planned or under construction or modification. Recommends security considerations for activities vulnerable to loss or damage. Command physical security officer. Assists HQ USAREC physical security manager on building security issues.

(4) Intelligence and counterintelligence. Obtains and disseminates intelligence information and maintains liaison with DOD, DA, and Federal and civil intelligence and law enforcement agencies. Provides information to commander and field activities regarding terrorism and threat. Advises commander and supervisors on matter pertaining to Subversion and Espionage Directed Against U.S. Army and other related areas. Conducts training and briefings as required. Identifies and assesses foreign intelligence threats to automation assets.

(5) Information systems security. Provides support, advice, and assistance to appointed Information systems security officers and information system security managers in areas of physical security, personnel security, counterintelligence, and information security. Coordinates actions to ensure all personnel assigned to sensitive automation data positions meet minimum requirements for placement to such positions.

(6) Security education and awareness. Develops instructional material and conducts training programs for personnel security, information security, physical security, counterintelligence, serious incident reporting, and terrorism. Provides or conducts DOD and DA required orientations, briefings, and debriefings in accordance with AR 380-67, AR 380-5, AR 380-19, AR 381-12, AR 190-13, AR 190-40, AR 190-51, AR 530-1, and AR 525-13.

(7) Threat information. Obtains and provides threat information throughout command. Ensures headquarters personnel meet DA-required briefing prior to travel outside continental United States. Coordinates with local DA and

Federal activities regarding local or nearby USAREC activities.

(8) Foreign disclosure. Coordinates visits of representatives from foreign governments and monitors and/or approves release of sensitive and classified information.

(9) Serious incident and incident reporting. Manages all aspects of USAREC specific program. Develops policies and procedures for use by field activities. Receives and processes reports according to established procedures. Maintains statistical data for use by various activities within headquarters. Responds to requests from senior staff regarding reports and reported information.

(10) Personnel identification badges. Manages the issue and control of personnel identification badges. Develops policies and procedures for issue and safeguarding photo, temporary, and visitor badges.

(11) Is proponent of the following publications:

- (a) USAREC Reg 380-4.
- (b) USAREC Memo 190-1.
- (c) USAREC Memo 640-1.
- (d) USAREC Memo 380-3.
- (e) USAREC Pam 380-4.

3-11. Command Engineer

a. Core competency. Implements, coordinates, manages, plans, programs, directs, and monitors all construction, maintenance, and facility technology development programs for USAREC excluding JRFC actions (i.e., RS, recruiting companies, and Rctg Bns). Leads and guides the efforts of ad hoc facility infrastructure technical teams for execution of command Military Construction Army, Base Realignment Construction Army, and command construction and maintenance programs in support of USAREC. Is the command technical expert for the identification, development, test, and transfer to other installations the infrastructure constructed through the command's military construction program. Develops and implements USAREC's construction and maintenance programs. Program manager for a variety of highly complex state-of-the-art engineer programs. Represents the command in matters relative to criteria development, planning, and design execution of assigned projects and/or program area. Comprehends the relationships between assigned areas and related branches of engineering such as, electronics, mechanical, civil, and architectural.

b. Functions.

(1) Guides and evaluates the activities of facilities.

(2) Coordinates projects, is the authoritative source for information pertaining to regulatory and policy guidance for assigned projects.

(3) Provides briefings and writes correspondence to management and staff officials on the status of projects underway and outlines alternatives for meeting objectives.

(4) Reviews directives and criteria outlining the requirements and funding starts of projects.

(5) Provides technical review and/or approval of facility-related work orders for "Camp USAREC" and retains responsibility for USAREC

facility construction, technical maintenance policy, and oversight of facility maintenance and construction contracts.

(6) Develops USAREC maintenance and construction budget for outyears.

(7) Monitors and coordinates efforts of architect-engineer firms for assigned projects.

(8) Develops and accumulates information necessary for negotiations.

(9) Participates in and/or conducts negotiations with architect-engineer firms to arrive at fee to be paid contractor for studies and/or designs and specifications for construction.

(10) Technical representative on all maintenance, construction, and engineer contracts awarded for USAREC projects.

(11) Represents USAREC throughout the renovation and construction period. Assists in the development and finalization of project(s) scope of work and in developing DD Form 1391 (Military Construction Project Data) for USAREC construction projects including the project economic analysis.

(12) Conducts field surveys to assess the status of utilities, communication requirements, adjoining construction, topographic features, bedrock, etc.

(13) Plans, coordinates, evaluates, and reviews all phases of project control including the interpretation of and compliance with criteria, regulations, policies, procedures, design, construction authorizations and directives, availability, proper planning, related material, and program activities. Keeps currently informed on all phases of planning and design.

(14) Represents USAREC with CE Headquarters, districts, and divisions; Army, Navy, and Air Force installations; and other Federal and State agencies in connection with assigned programs.

(15) Ensures actions proposed on projects are in compliance with environmental and regulations.

(16) Conducts final inspections to determine conformance to specifications and whether the Government should accept facilities. Conducts followup postoccupancy inspections.

Appendix A

Related Publications

AR 5-4

Department of the Army Productivity Improvement Program.

AR 5-10

Stationing.

AR 5-17 with USAREC Suppl 1 thereto

The Army Ideas for Excellence Program.

AR 5-20

Commercial Activities Program.

AR 11-2

Management Control.

AR 37-47

Representation Funds of the Secretary of the Army.

AR 71-32

Force Development and Documentation - Consolidated Policies.

AR 135-100

Appointment of Commissioned and Warrant Officers of the Army.

AR 165-1

Chaplain Activities in the United States Army.

AR 190-13

The Army Physical Security Program.

AR 190-40

Serious Incident Reports.

AR 190-51

Security of Unclassified Army Property (Sensitive and Nonsensitive).

AR 350-1

Army Training.

AR 380-5

The Department of the Army Information Security Program.

AR 380-19

Information Systems Security.

AR 380-67

The Department of the Army Personnel Security Program.

AR 381-12

Subversion and Espionage Directed Against the U.S. Army (SAEDA).

AR 385-40

Accident Reporting and Records.

AR 523-13

Antiterrorism Force Protection (AN/FP): Security of Personnel Information, and Critical Resources.

AR 530-1

Operations Security (OPSEC).

AR 570-4

Manpower Management.

AR 601-210

Regular Army and Army Reserve Enlistment Program.

AR 710-2

Inventory Management Supply Policy Below the Wholesale Level.

DA Pam 570-4

Manpower Procedures Handbook.

DFAS-IN Reg 37-1

Finance and Accounting Policy Implementation.

DODI 4000.19

Interservice and Intergovernmental Support.

USAREC Suppl 1 to AR 310-49

The Army Authorization Documents System (TAADS).

USAREC Suppl 1 to AR 360-5

Public Information.

USAREC Suppl 1 to AR 360-61

Community Relations.

USAREC Suppl 1 to AR 360-81

Command Information Program.

USAREC Suppl 1 to AR 600-200

Enlisted Personnel Management System.

USAREC Reg 1-18

Management of Centers of Influence Events.

USAREC Reg 1-21

Inspections.

USAREC Reg 5-2

Intra/Interservice Support Agreement Program.

USAREC Reg 5-3

Advertising Program Planning and Execution.

USAREC Reg 11-1

Assignment of Program and Budget Responsibilities.

USAREC Reg 27-2

Legal Services Support for the United States Army Recruiting Command.

USAREC Reg 37-12

Control of Financial Resources.

USAREC Reg 37-14

Travel and Conferences.

USAREC Reg 37-16

Recruiter Expense Allowance.

USAREC Reg 55-2

Applicant Meals, Lodging, Travel, and Accountability of Negotiable Media and Meal Tickets.

USAREC Reg 55-3

Policy for Use of Small Package Service.

USAREC Reg 56-1

Management of Government-Owned Vehicles.

USAREC Reg 190-3

Procedures in Drunk Driving Cases.

USAREC Reg 210-4

Leased Unaccompanied Personnel Quarters.

USAREC Reg 210-5

Administrative and Funding Procedures for Local Moves.

USAREC Reg 360-2

Distribution and Replenishment of National Recruiting Publicity Items.

USAREC Reg 360-12

Unit Membership in Private Associations.

USAREC Reg 360-14

National Convention Program.

USAREC Reg 380-4

Security Program.

USAREC Reg 405-1

Facility Management.

USAREC Reg 570-1

Changes to Tables of Distribution and Allowances.

USAREC Reg 600-25

Prohibited and Regulated Activities.

USAREC Reg 600-31

United States Army Recruiting Command Award for Junior Reserve Officers' Training Corps.

USAREC Reg 600-32

United States Army Nurse Corps Spirit of Nursing Award Program.

USAREC Reg 600-33

Science and Engineering Fair Program.

USAREC Reg 600-34

United States Army Reserve National Scholar/Athlete Award Program.

USAREC Reg 601-37

Army Medical Department Recruiting Program.

USAREC Reg 601-51

Lead Evaluation and Distribution System Technical Manual.

USAREC Reg 601-56

Waiver, Delayed Entry Program Separation, and Void Enlistment Processing Procedures.

USAREC Reg 601-59

Department of Defense Student Testing Program.

USAREC/FORSCOM Reg 601-67

Unit Referral System.

USAREC Reg 601-73

Missioning Procedures.

USAREC Reg 601-81

Educator/Centers of Influence Tour Program.

USAREC Reg 601-85

Total Army Involvement in Recruiting.

USAREC Reg 601-87

Recruiting Market Analysis.

USAREC Reg 601-91

Officer Candidate School and Warrant Officer Flight Training Programs.

USAREC Reg 601-93

United States Army Recruiting Support Battalion Lead-Producing Touring Exhibits and Field Support.

USAREC Reg 601-101

Education Enlistment Credentials.

USAREC Reg 601-103

Hometown Recruiter Assistance Program.

USAREC Reg 601-105

Health Professions Scholarship Program Instruction Handbook on Applicant and Selectee Processing.

USAREC Reg 608-1

National Voter Registration Act.

USAREC Reg 621-1

Montgomery GI Bill, Army College Fund, and Loan Repayment Program.

USAREC Reg 621-2

Concurrent Admissions Program.

USAREC Reg 715-1

Procurement Management and Control.

USAREC Reg 735-3

Supply Procedures.

USAREC Pam 27-65

Procedural Guide for the United States Army Recruiting Command Investigating Officer.

USAREC Pam 380-4

Security Manager's Handbook.

USAREC Pam 601-25

In-Service Special Forces Recruiting Program (Officer and Enlisted).

USAREC Cir 11-1

Management Control.

USAREC Manual 25-100

Training the Recruiting Force.

USAREC Memo 11-1

Review and Analysis Program.

USAREC Memo 190-1

Key and Lock Control Procedures.

USAREC Memo 380-3

Information Security Procedures.

USAREC Memo 640-1

Personnel Identification Badges.

Appendix B

Historical Background

B-1. 1962. The reorganization of the Army, implemented during June 1962, resulted in the transfer of recruiting, examining, induction, and processing responsibilities within CONUS to the CG, Continental Army Command (CONARC) on 1 October 1962. The outcome was the establishment of the Procurement Division, DCSPER, Headquarters, Continental Army Command (HQ CONARC) at Fort Monroe, Virginia; the discontinuance of Military Personnel Procurement Division, The Adjutant General's Office; and later in the year, the establishment of an Armed Forces Examining and Induction Station Branch, Procurement Division, DCSPER, HQDA.

B-2. 1963. In December 1963, the DCSPER, HQDA, directed that all aspects of the recruiting mission be studied. An ad hoc committee, consisting primarily of HQ CONARC personnel, was formed. The committee found that fundamentally the recruiting organizational structure was unsound, that available personnel were not being used most effectively, and that, in numerous instances, recruiters were not positioned in areas which permitted maximum exploitation of the manpower potential for new enlistments.

B-3. 1964. The Secretary of the Army approved the findings of the committee to study recruiting missioning, and on 28 August 1964, the CG CONARC, was directed to accomplish the following:

- a. Establish the Headquarters, U.S. Army Recruiting Service under the direct command and control of the CG CONARC.
- b. Withdraw responsibility for the recruiting mission from CONUSA (then zone of the interior) and establish a chain of command directly from the recruiting districts to CG CONARC.
- c. Bring about orderly transfer of the national recruiting publicity function, spaces, and funds to HQ CONARC.
- d. Satellite recruiting activities upon the appropriate Army installations for administrative and logistical support, less personnel management.
- e. Effect necessary consolidations and realignment to provide for uniform supervision and support of the U.S. Army Recruiting Service on a national level.

B-4. 1964. CONARC General Order 78, 25 September 1964, activated HQ USAREC at Fort Monroe, Virginia, effective 1 October 1964; and removed the recruiting, examining, induction, and processing mission from the responsibilities of the six CONUSA commanders. Recruiting districts were redesignated and reassigned from CONUSA to USAREC.

B-5. 1964. In addition to initial reorganization of

the U.S. Army Recruiting Service at USAREC, the HQDA directive contained additional requirements for subsequent organizational separation of recruiting functions from the Armed Forces examining, induction, and processing functions below recruiting district level; elimination of ineffective recruiters; reduction of the number of recruiting main stations (RMS); and consolidation of recruiting districts. Research, study, and planning were conducted for several months following activation of USAREC to develop a complete reorganization plan to fulfill the HQDA directive. Primary consideration for reorganizing USAREC was given to providing proper supervision and support for the field recruiter engaged in active productivity and to ensure commandwide consistency in the grade structure of enlisted personnel. Administrative consolidations, organizational and geographical realignments, and identification of personnel resources were oriented toward impact on mission accomplishment.

B-6. 1965. CONARC General Order 39, 28 June 1965, discontinued the former U.S. Army First Recruiting District located in New York, New York, and redesignated the former U.S. Army Second Recruiting District as U.S. Army First Recruiting District, Fort George Meade, Maryland, and combined all subordinate activities of both districts under the reorganized First Recruiting District, effective 1 July 1965. Concurrently, General Order 39 reorganized all organizations and units of USAREC at the strengths authorized 1 July 1965. The former Armed Forces and Examining Induction Station and the Joint U.S. Army and U.S. Air Force Processing Units were eliminated; 32 of the 70 RMS were discontinued; and 70 Armed Forces Examining and Entrance Stations (AFEES) were activated as separate organizations directly under the district commanders, in accordance with DOD Instruction Number 1145.2, 3 June 1965, as amended.

B-7. 1965. The new organization provided the prescribed functional separation at RMS and AFEES operating level; provided emphasis and impetus to a vigorous recruiting effort; permitted the efforts of the RMS commanders to be directed to full-time recruiting supervision and endeavor; and provided for more efficient accomplishment of the AFEES mission.

B-8. 1966. USAREC General Order 1, 28 May 1966, organized AFEES, Fort Hamilton, New York, effective 1 June 1966, which increased the total number of AFEES to 71.

B-9. 1966. DA General Order 28, 1 July 1966, redesignated USAREC as a Class II activity and transferred the jurisdiction from CONARC to the DCSPER, HQDA. General Order 28 also placed the RMS and AFEES previously assigned to overseas commands under USAREC, re-

sulting in an increase to 39 RMS and 74 AFEES.

B-10. 1969. USAREC General Order 20, 18 June 1969, reorganized the recruiting districts, effective 1 July 1969, to provide for more equitable distribution of the USAREC mission workload among recruiting districts through redistribution of RMS, AFEES, and geographical areas of responsibility.

B-11. 1970. USAREC General Order 23, 8 June 1970, organized RMS San Juan, Puerto Rico, effective 1 April 1970, which increased the total RMS within USAREC to 40.

B-12. 1971-1972. As directed by HQDA, USAREC General Order 46, 19 July 1971, organized the U.S. Army Exhibit Unit, Cameron Station, Virginia, previously assigned to Office of the Chief of Information, HQDA, as a unit of USAREC, effective 1 July 1971, with no change in duty station. USAREC General Order 49, 26 July 1971, redesignated the unit as the U.S. Army Recruiting Support Center. USAREC General Order 53, 11 May 1972, refined the mission to include the research, design, fabrication, and maintenance of special presentation exhibits of display items in accordance with guidance provided by the Office, Chief of Staff, U.S. Army.

B-13. 1971-1972. In compliance with HQDA instruction, USAREC General Order 72, 16 November 1971, as subsequently amended by USAREC General Order 82, 21 December 1971, and USAREC General Order 13, 31 January 1972, organized the U.S. Army Selection Center (Provisional) at Fort Jackson, South Carolina, effective 8 November 1971, for the purpose of conducting a 6-month test of a concept for selection, testing, classifying, and enlisting qualified applicants into the Army, which incorporated a portion of the British accession system. The U.S. Army Selection Center (Provisional) was discontinued as of 15 December 1972, per USAREC General Order 94, 6 November 1972.

B-14. 1972. In February 1972, DA authorized the establishment of 24 additional RMS, effective 1 April 1972. The first increment of 10 of the 24 was organized, as of 1 May 1972, by USAREC General Order 44, 7 March 1973, which was amended by General Order 77, 9 August 1972, which confirmed verbal order of the CG to organize these RMS. The remaining 14 were organized, effective as of 1 July 1972, by USAREC General Order 68, 23 June 1972.

B-15. 1973. USAREC General Order 44, 7 March 1973, directed the relocation of HQ USAREC on a permanent change of station basis, from Hampton, Virginia, to Fort Sheridan, Illinois. The advance detachment began movement 1 April 1973, and closed 9 April 1973; the

main body began movement 1 July 1973, and closed 15 July 1973.

B-16. 1973. USAREC General Order 133, 28 August 1973, organized the USAREC Flight Detachment with duty station at Naval Air Station, Glenview, Illinois. The mission of the unit is to provide limited fixed wing air support to HQ USAREC.

B-17. 1974. A review of the designations of USAREC subordinate units conducted in the last quarter of FY 74 resulted in a decision to redesignate certain subordinate organizations to better reflect the mission and level of redesignating the former recruiting districts as region recruiting commands effective 1 May 1974. USAREC General Order 202, 18 April 1974, redesignated the former RMS as district recruiting commands, also effective 1 May 1974.

B-18. 1974. As a result of a congressionally directed reduction in authorized spaces associated with operation of the AFEES, it became necessary to disestablish eight AFEES as of the end of FY 74. This action was documented in USAREC General Order 264, 23 May 1974, effective 30 June 1974.

B-19. 1975-1976. As a result of an Assistant Secretary of Defense (Manpower and Reserve Affairs (M&RA)) directed AFEES Management Structure Review, 15 August 1975, by a joint service ad hoc working group, the Assistant Secretary of the Army (M&RA), with concurrence of the Service Assistant Secretaries (M&RA), directed the Army staff, 6 November 1975, in coordination with the other services, to complete reorganization of the AFEES. Reorganization was performed to separate the AFEES system from USAREC. USAREC General Orders 166 (as amended by General Order 223, 12 March 1976) and 167, 26 February 1976, (amended by General Order 224, 12 March 1976, and General Order 323, 8 April 1976) organized the U.S. Armed Forces Examining and Entrance System Command (USAFEESC) (Provisional) under HQ USAREC jurisdiction, and the USAFEESC Sectors (Provisional), effective 1 March 1976. USAFEESC was located at Fort Sheridan, Illinois, and the sectors were located as follows: Eastern Sector, Hyattsville, Maryland; Central Sector, Fort Sheridan, Illinois; and Western Sector, Oakland Army Base, California.

B-20. 1977-1978. USAREC assumed the USAR recruiting mission in May 1978. The Vice Chief of Staff, U.S. Army, directed that plans be developed to accomplish complete recruiting mission transfer to USAREC. Effective 12 July 1978, the Vice Chief of Staff, U.S. Army, approved the transfer of the USAR recruiting mission (with current assets) from FORSCOM to USAREC.

B-21. 1983. USAREC subordinate units were redesignated effective 1 October 1983, U.S. Army Northeast, Southeast, Midwest, Southwest, and Western Region Recruiting Commands were redesignated as U.S. Army 1st, 2d, 4th, 5th, and 6th Rctg Bdes, respectively. District recruiting commands at 56 locations were redesignated as Army Rctg Bns.

B-22. 1985. Effective 1 March 1985, a portion of the functions performed at the United States Army Recruiting Support Command (RSC) were designated for CA. The Concepts & Designs and Production Divisions are now being supported by commercial contract under the CA Program.

B-23. 1985-1987.

a. On 1 October 1986, the Information Management Directorate of USAREC was officially transferred to the United States Army Information Systems Command (USAISC). This reorganization was based on HQDA guidance which consolidated the five functional areas of information management (automation, telecommunications, audiovisual, records management, and printing and publications). Based on AR 25-5, a Memorandum of Understanding signed 16 July 1985, between ODCSPER and USAISC, and a Memorandum of Understanding signed 15 August 1985, between USAREC and 7th Signal Command, all resources (personnel and equipment) were transferred to USAISC. While AR 25-5 effected a realignment of positions from USAREC to USAISC TDA, information management responsibilities to USAREC were not changed.

b. In-service recruiters at FORSCOM and TRADOC installations were transferred from USAREC to PERSCOM. Functional duties remain unchanged.

c. USAREC expanded its recruiting mission with the assumption of the USAR WO Program, assisting with ROTC referrals, and acquisition of selected ACASP and in-house specialty enlistment programs.

B-24. 1988. Public Law 100-526, Defense Authorization Amendments and Base Closure and Realignment Act, October 1988, directed the closure of Fort Sheridan, Illinois, and relocation to Fort Benjamin Harrison, Indiana.

B-25. 1988.

a. Effective 16 February 1988, the Director of Resource Management and Logistics assumed a "dual-hatted" role by also becoming the Director of Resource Management and Logistics, United States Army Information Systems Command-United States Army Recruiting Command (USAISC-USAREC). The USAREC Resource Management and Logistics Directorate exercises resource management responsibilities for USAISC-USAREC by providing financial, logistical, and manpower management ser-

vices, as necessary to support IMA programs.

b. Effective 1 October 1988, Fort Monmouth Rctg Bn was disestablished.

B-26. 1989. A BRAC Office was established in December 1989 to plan and coordinate the USAREC headquarters relocation and any other BRAC-related actions.

B-27. 1990. In November 1990, Public Affairs, an HQ USAREC special staff office was reorganized to Advertising and Sales Promotion Directorate, which in turn was renamed Advertising and Public Affairs Directorate.

B-28. 1991. Secretary of the Army on 9 January 1991, approved USAREC realignment (Project Build Down) of Rctg Bns. The Rctg Bn headquarters at Boston, New Haven, and Honolulu were inactivated 26 March 1991. The Rctg Bn headquarters at San Juan, Charlotte, Little Rock, Louisville, Omaha, and Peoria were inactivated 25 June 1991. Rctg Bn Tampa was established 1 October 1991.

B-29. 1991. In April 1991, the Defense Base Closure and Realignment Commission (in accordance with Public Law 101-510), identified Fort Benjamin Harrison, Indiana, for closure and diverted HQ USAREC to Fort Knox, Kentucky.

B-30. 1991. Also, in April 1991, HQ USAREC was reorganized. Three new directorates were established (Medical, Training, and Reserve Affairs). Positions and functions for the new directorates were realigned from the Recruiting Operations Directorate. Medical Directorate encompasses all nurse recruiting for RA and USAR. Training Directorate encompasses all training functional requirements for RA and USAR. Reserve Affairs Directorate encompasses all USAR recruiting operations programs.

B-31. 1991. In April 1991, the CG dissolved the two DCG (East and West) positions and they were incorporated into one position named DCG, charged with responsibilities to provide oversight and supervision of the operations of 1st, 2d, 4th, 5th, and 6th Rctg Bdes. Additionally, the CofS position became dual-hatted. The position is titled Deputy Commander/CofS and assumed oversight and supervision of the RSC and its related activities.

B-32. 1992. The phased relocation of the command to Fort Knox, Kentucky, was initiated in June and ran through December. About 170 civilians and all assigned military made the move. Temporary facilities were upgraded to house the USAREC staff while permanent buildings were renovated. (Permanent building renovation completion is scheduled for January 1995.)

B-33. 1992. On 29 June 1992, USAREC Drawdown Phase IV, disestablished the following units:

HQ 4th Recruiting Brigade, Fort Sheridan, Illinois, along with Rctg Bn headquarters in Cincinnati, Newburgh, Richmond, Detroit, and San Francisco.

B-34. 1992. The USAREC Strategic Quality Council was established in August, being made up of the HQ USAREC directors, special staff, and the CofS. The Strategic Quality Council is a focal point for integrating, discussing, and resolving command issues and for promoting quality management in USAREC.

B-35. 1992. On 1 October 1992, six positions were validated for a headquarters and Rctg Bde unit ministry team.

B-36. 1993.

a. In June, the USAREC mainframe computer was upgraded to a UNISYS 2200 computer in June 1993, and located in Building 1, Fort Benjamin Harrison, Indiana. The mainframe is operated and supported by Defense Information Technology Services Organization, Indianapolis, with an interservice support agreement.

b. Effective 31 December 1993, Albuquerque Rctg Bn and Milwaukee Rctg Bn were disestablished.

B-37. 1994. The decision was made to establish a Provisional Rctg Bde and locate the headquarters at Fort Knox, and staff from within USAREC, effective 1 October 1994. Chicago Rctg Bn along with Great Lakes, Minneapolis, Cleveland, Indianapolis, and Columbus Rctg Bns were aligned under the new Rctg Bde structure.

B-38. 1994. As of 1 October 1994, the Command Group was assigned another brigadier general to function as the second DCG for USAREC. Title for this position is DCG-West which is responsible for the 5th and 6th Rctg Bdes and the RSC. The current DCG has command and control of 1st, 2d, and 3d Rctg Bdes.

B-39. 1994. On 17 May 1994, the Secretary of the Army designated the CG USAREC as a general courts-martial convening authority. As the principal legal advisor to a general courts-martial convening authority, the Command Legal Counsel was then redesignated as an SJA.

B-40. 1994. USAREC mainframe operations migrated from Fort Benjamin Harrison, Indiana, to the Denver Mega Center at Lowrey Air Force Base in August 1994.

B-41. 1994. Quality Management Boards were established within all directorates in 1994 as part of the TRQ Program.

B-42. 1995.

a. The RSC was disestablished at Cameron Station, Alexandria, Virginia, in July 1995 and relocated to Fort Knox, Kentucky. It was estab-

lished as the United States Army Recruiting Support Battalion (RSB) on 11 August.

b. National Conventions and Trade Shows Branch moved from HQ USAREC, Advertising and Public Affairs Directorate to the RSB in July 1995.

c. First command Home Page established on the Internet by the Advertising and Public Affairs Directorate in August 1995.

B-43. 1995.

a. The Joint Recruiting Information Support System (JRISS) Project Management Office was established and in June 1995, the Product Manager arrived to lead the efforts of developing and fielding JRISS.

b. The USAREC Reengineering Plan was briefed to the Vice Chief of Staff, U.S. Army on 25 August 1996, and given approval to continue leading recruiting efforts in USAREC to the 21st century.

c. The dedication ceremony for the new building was held on 13 September 1995. The building is known as the General Maxwell R. Thurman Center for Recruiting Excellence.

d. On 1 October 1995, the Information Management Directorate formed the Systems Integration Office to facilitate the migration from Legacy System ARADS and ARC3S to the new JRISS under development.

e. The Information Management Directorate performed extensive work developing the Agency Procurement Request, Analysis of Alternatives Requirement Analysis, and Justification and Approval for sole source contract, resulting in Army approval for a 3-year extension for the ARADS contract.

f. The Information Management Directorate successfully negotiated a 3-year extension to support USAREC's transition to the new system at the end of FY 98.

B-44. 1996.

a. On 1 October 1996, USAISC-USAREC was transferred from the Personnel Information Systems Command to PERSCOM and became known as Auto-USAREC.

b. Effective September 1996, USAREC took ownership of the Golden Knights parachute teams from TRADOC. Eighty-two positions were placed on the TDA.

B-45. 1997.

a. The chaplain recruiting mission responsibility was placed at Rctg Bde headquarters. October 1996 (FY 97).

b. In January 1997 the Family Advocacy Program was enhanced. Program funding was not distributable to Rctg Bdes, therefore, the five program manager positions were transferred to the headquarters TDA with duty stations remaining at Rctg Bde level.

c. The CG directed the Training Directorate assets be divided between the Recruiting Operations Directorate and RSB effective 22 April

1996.

d. The U.S. Army Parachute Team, also known as the Golden Knights, became a USAREC asset on 1 October 1996.

e. HQ USAREC reorganization changes in 1997.

(1) Recruiting Operations Directorate absorbed the Health Services Directorate and the Reserve Affairs Directorate. The Health Services Directorate was established under the Health Services Division with the Army Nurse Branch, an Incentives Branch, a Specialist/Veterinary/Dental Corps Branch, and a Medical Service Corps Branch subordinate. Reserve Affairs Directorate became the Reserve Operations Branch with a Recruiting Operations USAR Advisor Office.

(2) The Enlistment Standards Directorate was downsized and made an office in Recruiting Operations Directorate called the Recruiting Impropriety and Investigation Office.

(3) The Training Directorate was also moved to Recruiting Operations Directorate as the Training and Education Division.

(4) A Senior USAR Advisor was added to the Command Group as an Assistant Chief of Staff to strengthen USAR visibility on issues.

(5) The Special Projects Office was disestablished with functions being absorbed by the Program Analysis and Evaluation Directorate.

(6) Additional military investigative positions were approved for the Recruiting Operations Directorate, Recruiting Impropriety and Investigation Office (one major, one master sergeant, and four sergeants first class).

(7) The ASG was established.

f. Effective 9 June 1997 the Resource Management and Logistics Directorate separated the Logistics portion of the directorate to make a Directorate of Logistics. The Director of Resource Management military "06" slot was converted to a civilian GM 15 position.

g. Effective 1 October 1997 the ASG (Provisional) was activated to provide logistical support to the command. The ASG also provides command and control for the RSB and Golden Knights.

Glossary

Section I

Abbreviations

ABCMR

Army Board for Correction of Military Records

ACASP

Army Civilian Acquired Skills Program

AD

active duty

ADAPCP

Alcohol and Drug Abuse Prevention and Control Program

ADP

automatic data processing

ADPE

automatic data processing equipment

AFES

Armed Forces Examining and Entrance Station

AGR

Active Guard Reserve

AMEDD

Army Medical Department

AMEDD Det

Army Medical Department detachment

AMSC

Army Medical Specialist Corps

AN

Army Nurse Corps

ARADS

Army Recruiting and Accession Data System

ARC

Army Recruiter Course

ARC3S

Army Recruiting Command Central Computer System

ARISS

Army Recruiting Information Support System

ARNG

Army National Guard

AR-PERSCOM

United States Army Reserve Personnel Command

ATRRS

Army Training Requirements and Resource System

BES

budgeted end strength

BJA

brigade judge advocate

BRAC

base realignment and closure

CA

commercial activity

CE

Corps of Engineers

CG

Commanding General

CIMS

Command Integrated Management System

COE

Chief of Engineers

CofS

Chief of Staff

CONARC

Continental Army Command

CONUS

continental United States

CONUSA

the numbered armies in the continental United States

COR

contracting officer's representative

CSAG

Command Studies Advisory Group

DA

Department of the Army

DC

Dental Corps

DCG

Deputy Commanding General

DCSPER

Deputy Chief of Staff for Personnel

DEP

Delayed Entry Program

DOD

Department of Defense

DOD-IG

Department of Defense Inspector General

DTP

Delayed Training Program

EEO

equal employment opportunity

EO

equal opportunity

ESS

education services specialist

FAP

Financial Assistance Program

FORSCOM

United States Army Forces Command

FTSMD

Full-Time Support Management Directorate

FY

fiscal year

GAO

General Accounting Office

GC

guidance counselor

GSA

General Services Administration

HPLR

Health Professions Loan Repayment

HPSP

Health Professions Scholarship Program

HQDA

Headquarters, Department of the Army

HQ CONARC

Headquarters, Continental Army Command

HQ USAREC

Headquarters, United States Army Recruiting Command

IG

inspector general

IMA

Individual Mobilization Augmentee; information mission area

IMO

information management office

IRR

Individual Ready Reserve

ISA-USAREC

Information Support Activity-United States Army Recruiting Command

ISSAA

United States Army Information Systems Selec-

tion and Acquisition Agency

JAGC

Judge Advocate General's Corps

JOIN

Joint Optical Information Network

JRFC

Joint Recruiting Facilities Committee

JRISS

Joint Recruiting Information Support System

LAN

local area network

LNCO

liaison noncommissioned officer

LSC

Logistics Support Center

MACOM

major Army command

MC

Medical Corps

MEC

Mobile Exhibiting Company

MEDCOM

United States Army Medical Command

MOS

military occupational specialty

MS

Medical Service Corps

M&RA

Manpower and Reserve Affairs

NAAD

National AMEDD Augmentation Detachment

NCO

noncommissioned officer

NCOER

noncommissioned officer evaluation report

NPS

nonprior service

NSC

National Science Center

OBC

Officer Basic Course

OCAR

Officer of the Chief, Army Reserve

OCCH

Office of the Chief of Chaplains

OCS

Officer Candidate School

ODCSPER

Office of the Deputy Chief of Staff for Personnel

OER

officer evaluation report

OMA

Operations and Maintenance, Army

OMAR

Operations and Maintenance, Army Reserve

OTSG

Office of The Surgeon General

PCC

Precommand Course

PERSCOM

United States Total Army Personnel Command

PM

project manager

POM

Program Objective Memorandum

PS

prior service

RA

Regular Army

RC

Reserve Component

RCC

Recruiting Commanders Course

Rctg Bde

recruiting brigade

Rctg Bn

recruiting battalion

REQUEST

Recruit Quota System

RFO

request for orders

RI

recruiting impropriety

RMA

recruiting market analysis

RMS

recruiting main station

ROC

Recruiting Operations Center

ROTC

Reserve Officers' Training Corps

RPI

recruiting publicity item

RRS

Recruiting and Retention School

RS

recruiting station

RS Bde

United States Army Recruiting Support Brigade

RSB

United States Army Recruiting Support Battalion

RSC

United States Army Recruiting Support Command

RSD

recruiting support day

SJA

Staff Judge Advocate

SOP

standing operating procedure

SORC

Special Operations Recruiting Company

SORD

Special Operations Recruiting Detachment

STRAP

Specialized Training Assistance Program

TAIR

Total Army Involvement in Recruiting

TAPDB

Total Army Personnel Data Base

TASO

terminal area security officer

TDA

tables of distribution and allowances

TDY

temporary duty

TOPMIS

Total Officer Personnel Management Information System

TRADOC

United States Army Training and Doctrine Command

TRQ total recruiting quality	Warrant Officer Flight Training	having primary responsibility for a function, but designated as the responsible element or individual to coordinate fragmented or functions, and one that represents the organization in dealing with other agencies.
TWO technical warrant officer	XO executive officer	
TWOR technical warrant officer recruiter	Section II Terms	control To exercise directing or restraining power over; to regulate, curb, or check.
UCMJ Uniform Code of Military Justice	accomplish To complete a task or function.	coordination Consultation leading to an expressing of views. To cause or act or work together for a common purpose; as in timing, unifying, and integrating work.
USAAA United States Army Audit Agency	administer To superintend or manage the execution, conduct of, or use.	decide To render a judgment; to settle or determine. (Connotes command or delegated supervisory decision authority.)
USAFEESC United States Armed Forces Examining and Entrance System Command	advise To recommend a course of action; to counsel.	direct To give authoritative orders or instructions; to regulate activities or course of action. (Connotes command or delegated supervisory decision authority.)
USAISC United States Army Information Systems Command	analyze To study factors of a situation or problem in detail.	function A principal activity performed by an organizational element to accomplish an assigned responsibility (mission); normally, a group of related component tasks.
USAISC-USAREC United States Army Information Systems Command-United States Army Recruiting Command	approve To sanction officially; to ratify; to endorse; to accept as satisfactory. To sanction or ratify connotes exercises of command or delegated supervisory decision authority; to endorse as to content or intent connotes authority to recommend. (This word may be used in the sense of either of its two definitions—to sanction or ratify, or to endorse as to content or intent.)	liaison To coordinate activities or intercommunicate between (perform liaison) separate organizational entities.
USAMU United States Army Marksmanship Unit	assign To appoint, designate. (Assign (appoint) someone to a job (designate) areas of responsibility.)	manage To direct, plan, develop, organize, guide, coordinate, and control all aspects of execution and all resources available to achieve objectives. To administer in the broadest sense of overall control. (This verb implies responsibility for all aspects of an operation or activity.)
USAPT United States Army Parachute Team	authority The right to act or exact action by others within a prescribed area; the power to decide and to require that decisions are acted on.	monitor To oversee for accuracy, faults, or weaknesses; to critically observe, review, or maintain awareness of situation, programs, or projects without authority for direction, control, or supervision, but with responsibility for advising the proponent of action needed or current status.
USAR United States Army Reserve	authorize To commission; to empower to act; to sanction. (Connotes command or delegated supervisory authority.)	operational control Authority to assign tasks, designate objectives, and staff supervise their execution. (Excludes administration matters, such as personnel matters, supply services, discipline, internal organization, training, and other such matters to be included in the operational mission of the subordinate activity.)
USARC United States Army Reserve Command	command To exercise authority through command channels. To direct or control with the authority that individual exercises over his or her subordinates because of his or her grade and assignment. Command involves the authority and responsibility inherent in an assignment for planning, organizing, directing, coordinating, and application of available resources and includes responsibility for health, welfare, morale, and discipline of assigned personnel.	plan A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks to be
USAREC United States Army Recruiting Command	conduct To manage, lead, direct, or carry on a mission, function, task, or assignment. (Connotes command or delegated supervisory authority, with or without responsibility for decision.)	
USASSC United States Army Soldier Support Center	contact point An organizational element (or an individual) not	
USMEPCOM United States Military Entrance Processing Command		
USUHS Uniformed Services University of Health Sciences		
VC Veterinary Corps		
VI visual information		
WO warrant officer		
WOC warrant officer candidate		
WOFT		

performed by the participants and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and, normally, does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming.

prescribe

To lay down as a rule of action. (Connotes command or delegated supervisory decision authority.)

program

An organized procedure for carrying out an assigned responsibility or mission. Although its elements may vary considerably, it usually includes a statement of the responsibility (mission), objectives achieved within specific dates, priorities, resources to be provided, schedule to be accomplished, progress indicators, and follow-on requirements.

proponent

The directorate or special staff office responsible for developing, coordinating, publishing, and implementing a command directive and/or execution of responsibility for a specific function.

review

To examine or reexamine with a purpose, such as to determine administrative correctness or adequacy of content.

staff responsibility

To advise subordinates of the commander's plans and policies, assist in carrying them out, determine the extent to which they are being followed, and advise the commander thereof.

supervise

To direct personally (indicates personally superintending or overseeing an action).